OFFICIAL OPENING
of the NEW HOME
of the ROCHESTER CHAMBER of
COMMERCE

OCTOBER 2, 3, 4 and 5, 1917

Lord Northcliffe
Maurice Caenave
Theodore N. Vail
Justice William Renwick Riddell
Governor Charles S. Whitman
Senator J. W. Wadsworth, Jr.
Adj. Gen. C. H. Sherrill
David Jayne Hill
R. Goodwyn Rhett
John H. Finley
Louis Wiley
Maurice Leon
Rush Rhees
George A. Post
William R. McElroy
Edward James Cattell
Dudley Field Malone
OFFICIAL OPENING
OF THE
NEW HOME
OF THE
ROCHESTER
CHAMBER of
COMMERCE

OCTOBER SECOND, THIRD, FOURTH AND
FIFTH, NINETEEN HUNDRED AND SEVENTEEN
FOREWORD

The Rochester Chamber of Commerce on October 2, 3, 4 and 5, 1917, held the Official Opening of its new home, erected for it by one of its Trustees, George Eastman.

Devoted entirely to the Chamber's use, this home, of marble and bronze, dignified and beautiful, fine in conception and superb in workmanship, stands in the very center of Rochester's business and financial district, an enduring recognition of the Chamber's worth and a noble monument to him who provided it.

The staff of the Chamber had been housed in the new building for less than two weeks before the Official Opening, time barely sufficient to prepare for the activities of the opening week.

The men who spoke were of high reputation, many of them great figures not only nationally, but internationally; such men as Lord Northcliffe and Theodore N. Vail, dominating figures in their generation, without whose names no history of the world hereafter can be written; such men as Maurice Cazeneve, French minister plenipotentiary, and David Jayne Hill, diplomats, with records of high and able service for their respective countries; such men as the governor of the state, Charles S. Whitman, and U.S. Senator James W. Wadsworth, Jr., for years a member of this Chamber.

Even these distinguished men could have asked nothing better in enthusiasm and interest than the reception given them and their addresses—fervor it was in the case of him who spoke for France. The British statesman and journalist, head of the British Mission, Lord Northcliffe, was heard, for instance, at a dinner served in the Chamber's assembly hall to 935 of the Chamber's members. Beautiful in architecture and appointments, with no special decorations except a few flowers on the speakers' table and the flags of the United States and her Allies, with acoustics as nearly perfect as might humanly be asked for, this hall gave a setting for these occasions that approximated the ideal.

The Hosts for the Official Opening, to whom the 3,000 members of the Rochester Chamber of Commerce recognize a profound obligation, share the honors of those great days with the Committee of Arrangements, consisting of James G. Cutler, Edward G. Miner and George W. Thayer; with the Building committee, consisting of Albert B. Eastwood, George W. Roberston and George W. Todd, and with George Eastman.
HOSTS for the
ROCHESTER CHAMBER of COMMERCE

During the Ceremonies Connected with the Opening of the
New Chamber of Commerce Building on

TUESDAY, WEDNESDAY, THURSDAY AND FRIDAY
OCTOBER SECOND, THIRD, FOURTH AND FIFTH
NINETEEN HUNDRED AND SEVENTEEN

George Eastman
George W. Todd, Chairman
J. Warren Cutler, Vice-Chairman

William C. Barry
Edward Bausch
William Bausch
Charles C. Beahan
Chamber of Commerce Building

Harvey E. Cory  Edgar N. Curtice  James G. Cutler  W. A. T. Drescher

Albert B. Eastwood  John G. Elks  Gustav Eibe

Eaton A. Fletcher  John B. Frey

James E. Glasson  Henry B. Graves  Jeremiah G. Hickey

Official Opening of Rochester

Warren B. Hatcher  Abram J. Katz  Frederick K. Knowlton  A. M. Lindsay

Adolph Lamb  John C. McCurdy  Joseph Michaels

Edward G. Miner  William S. Morse

Henry W. Morgan  William T. Noonan  John Craig Powers

George W. Roberson  Thomas B. Ryler  Robert C. Shumway  F. Harper Sibley

Chamber of Commerce
COMMERCIAL ORGANIZATION DAY

TUESDAY, OCT. 2

PRESIDENT HARPER SIBLEY, PRESIDING

LUNCHEON 12:00 M.
HIRAM H. EDDERTON, MAYOR OF THE CITY OF ROCHESTER
R. GODWYN RIEHT, PRESIDENT, CHAMBER OF COMMERCE, U. S. A.

DINNER 6:30 P. M.
INVOCATION—REV. DR. WILLIAM RIVERS TAYLOR, PASTOR OF THE
BRICK PRESBYTERIAN CHURCH
LORD NORTHCLIFFE
DAVID JAYNE HILL, FORMER UNITED STATES AMBASSADOR
TO GERMANY
JUSTICE WILLIAM RENWICK RIDDELL, OF THE SUPREME COURT OF
ONTARIO, CANADA
CHAMBER OF COMMERCE BUILDING

HIRAM H. EDGERTON
MAYOR OF ROCHESTER

PRESIDENT HARPER SIBLEY, Introductory

HIGH above our heads is
written the message of Jon-
athan Child, the first Mayor of
Rochester. It would, indeed, not
be fitting for us to start this week
of dedication without a word
from our own Mayor, a man we
all love and respect, the Honor-
able Hiram H. Edgerton.

MAYOR HIRAM H. EDGERTON,
Address

This is certainly a day for
congratulation for everyone. The
Rochester Chamber of Com-
merce should be congratulated
upon the auspicious opening of
this magnificent building, made possible by the generosity and far-
sightedness of our most distinguished citizen. We are a busy city,
and the busiest men—not those who, many of them, imagine they
are the busiest—but the busiest men of Rochester are in this room.
I have found that the busiest men are those who are able, almost
always, to give time and attention to something else.

But I do not intend to detain you here to-day with one of my
long speeches. [Laughter.] Why did you laugh at that? I don’t
think that I was ever less prepared to make even a short speech
than I am to-day. But a few thoughts came to my mind as I sat
here, most of which I shall forget, as I usually do. One of them
is that things have progressed so rapidly in Rochester in the last few
years, and we have become so great, that people forget why.

A City of Cooperation

The great reason for this, Rochester’s greatness (it is not the
greatest city in the country, but I believe it is the best one to live in,
and one of the best to do business in) is the fact that we have a very
high class of citizenship. Then, too, the people seem to be almost
entirely united, and I know of no city where civic pride is so great as it is here. Then the co-operation of the different units which make up our population has come to make our city one of the best. Without the co-operation of these different organizations, and particularly of the Chamber of Commerce, it would not have been possible for my administration to have been anything like what it has. They have always been ready to assist and suggest, and I have always been ready to accept their assistance and suggestions. And I bespeak for the future that they will continue to assist this administration, which is sure to last two or three months longer. [Laughter.]

The work which the Chamber of Commerce is doing here in Rochester, and I believe it is one of the largest and most prosperous and most influential Chambers of Commerce in the country, is very largely responsible for the activities and the prosperous condition of our city. I wish that every man in Rochester, who possibly could, would be a member of this Chamber, and assist financially and otherwise in its activities.

I know, gentlemen, that this is a pretty long speech for me and that you are not here to listen to me at all. But I have to appear upon occasions of this kind, and I just love it, too. But I am going to give way now to those whom you have come here to hear, and I want to thank you for what you have done for the Chamber of Commerce, what you have done for the present administration, and what you are going to continue to do for the City of Rochester. [Applause.]
Chamber of Commerce Building

R. GOODWYN RHETT

PRESIDENT OF THE CHAMBER OF COMMERCE OF THE UNITED STATES

PRESIDENT HARPER SHIRLEY, Introductory

In November, 1887, twenty-four men gathered together to found the Rochester Chamber of Commerce. To-day, 30 years of their labors are crowned in the dedication of this splendid new building. Organized first to foster simply the trade and commercial relations of business men, our organization has now so grown and widened that its scope surely is nothing less than the general good of this whole community. Not only do our manufacturers gather here to study problems of our manufactures, and the wholesale and retail merchants each gather here in their groups to study the science of salesmanship; but we invite in here the lawyers of the city to help us with the great problems of legislation; we invite here the educators to help with such problems as vocational training; we invite here physicians to help in the work of promoting the general public health; and especially for the many other things we do in the city; and we have gone outside and invited the farmers to come here, and helped them organize the Monroe County Farm Bureau, which is doing such splendid work among the farmers; we have gone even into the towns and have enlisted there the same spirit of co-operation, so the men of the towns and merchants can organize here into their Community Council, which on Friday evening is bringing here 600 of its members, every man from out of Rochester, to take a share in their building in this Opening Week.

Wide Range of Activities

In these days of foreign wars perhaps one of our most useful and valuable activities of the Chamber is the work that is being done...
among the foreign born. We have held a number of large meetings among those who have recently come to our shores, and we are planning meetings where the Italians, for instance, will be gathered to hear some great Italian, the Poles gathered to hear some great Pole, and the Russians to hear some great Russian, and so on through the list of our foreign born residents. Those men will tell the foreigners why America is at war, and will perhaps bring to them again the ideal of the principles for which this nation was founded.

Not many years ago the men of this city and other cities, realizing the great value of cooperation, as shown in these Chambers of Commerce, began also to realize that the communities themselves must be tied together in a stronger bond. Men worked together in Rochester for the common good of Rochester. Now men must work together in all the communities in all the cities for the general common good of the whole United States. We are indeed proud that our representatives did a work of great help in the organization in the birth struggle of that great organization, now so firmly established, The Chamber of Commerce of the United States of America. We are much honored to-day to have as our guest a man who has come, not only from Washington, but all the way from his home in the city of Charleston, S. C., to meet with us and to talk with us not only about the aims of the National Chamber, but to talk to us about the work of business throughout the whole country. It gives me the greatest possible pleasure to introduce to you Mr. R. Goodwyn Rhett, president of the United States Chamber of Commerce.

R. GOODWYN RHEET, Address

I am indeed happy to have been given the opportunity of being present with you at this epoch in your history, and of joining your many friends and well-wishers in extending the heartiest of congratulations and felicitations upon this beautiful new home of yours. Well may you be proud and happy in its possession. The beauty of its architecture will remain a constant delight to you and, not only that, it will be an incentive and an inspiration to keep your aims, purposes and ideals high and fine. Its added facilities come to you at a fortunate time, just when your activities are growing and widening for the expansion which is at hand. But, gentlemen, I fancy another sentiment, a still greater sentiment, is filling your hearts to-day, a sentiment of pride and gratification in the possession of a citizen so great as George Eastman, a man whose name is known
the world around—a man, the products of whose industry and
genius is to-day giving to millions the world around happiness and
education—a man who has added to the renown of your city of
Rochester—a man who has added thousands to its population and
millions to its wealth; but, what is more than all, who has added to
the comfort and the happiness of a great many people in infinite
ways. It is, I fancy, the same spirit which impelled him to do what
he has done for his employees, which impelled him to add this great
monument to his citizenship, in order that you may be able to do for
the City of Rochester what he has done so well for those around him.

CHAMBERS OLD AND NEW

But, gentlemen, the chamber of commerce is no new institution.
It has existed for more than 100 years, in this country and abroad.
But a chamber of commerce in a great city like yours is no more like
the chamber of commerce of a quarter of a century ago than is the
type of your benefactor like his prototype of that time. In those
days it was a social organization, and the business of fostering trade
and industry was incidental, and such an incident of the annual din-
ner and the election of some worthy citizen to its presidency. Now
it is a throbbing enterprise with trained experts, and important in
the community because in it centers the business of the community.
Confining itself first to the expansion directly of trade and com-
merce, it has been found necessary in these days when science has
made travel and transportation so simple and so cheap, and commu-
nication so instantaneous, and labor can shift from place to place
easily, to go further into the civic life and make your city a good
city to live in as well as a good business city. Thus, you draw into
your city not only business men, but the professional man, the law-
yer and the farmer. It takes in the agriculturist on the outside, and
the minister and in many instances laborers themselves. All who are
genuinely interested in the upbuilding of your city are beginning to
find in the Chamber of Commerce a great center, where the watch-
word is co-operation.

Co-operation! We are just beginning to know what co-opera-
tion is. I would like for a moment to go back into the genesis of
this word. There was a time when individualism was the dominant
thing in business. We thought of individual enterprise, individual
achievements, individual success, and competition was the life of
trade. But after a while men found that competition was not neces-
2
arily a constructive influence in society, but that it could be used to
keep a possible competitor out of the field. So, when competition became a big stick to knock the intruder over, destroy his business, and levy a price on the public, it became at once apparent that it was not necessarily constructive, and combination offered an opportunity for construction, and the more men thought about it the more they felt that by combining—by combining experience, by combining our education and our means—we could do more to uplift than by competition. But as they went on combining their thoughts turned not to improvements in the article made, not toward lessening the expense involved, but toward controlling the product, and levying the same tribute upon the public as was levied under competition. And so the laws of the land began to build limitations within which both combination and competition can be permitted. What was that limitation? The common law, the fundamental law of England built this exception only: It is good for men to combine, provided they don't injure the public. It is good for them to restrain trade, if that restraint is for the public health. And the only limitation was that it should not be injurious to the public health. But men soon passed beyond the limits of the old common law, and laws were passed to restrict their operations along the line of combinations. The Sherman law said: “Every contract, combination, or conspiracy in restraint of trade or commerce is hereby declared to be illegal.”

What Co-operation Really Means

What did the Supreme court say? Congressmen read it and thought it was the common law being re-enacted. But the Supreme court said: "Every restraint," whether for the common welfare or not, "is illegal." If the railroads attempt to fix a common price for railroads, it is wrong. If it works hardship in any particular case we cannot help it. So the Supreme court decided in the Trans-Mississippi rate case. In the Sugar Rate case the court decided the rate must be the direct purpose of the contract. If A and B own two factories and they make a price or curtail the product, it is unlawful. But, if A should buy B out, it is all right, because that is only an incident of the main contract. So the lawyers said: "Buy your competitor out." In this confused state of affairs no man knew what to do, and the consequence was he went ahead to acquire and build up, and let his lawyer tell him what the form was, and we lost the idea of the country’s need.

That lasted for 15 years. Are we surprised that great trusts were built up and confusion followed? Are we surprised at the
Chamber of Commerce Building

confusion in the minds of men about these things? Then the Supreme Court reversed itself, and said: As long as it is for the public health it is all right. So said the Supreme court in 1911. Since that time there has been no decision in the upper courts and the courts have been deciding one way or another on monopolies and combinations. In the Harvester case the lower courts said it was all wrong. In your own case, with Mr. Eastman, the lower court said it was all right; so long as you did not do anything unfair in competition it was all right, because the public is entitled to the product being made better and cheaper, if it can be made through building up these great industries, provided they do not unduly and unfairly interfere with anybody directly or indirectly. We are waiting on those decisions, and are in confusion in the meantime.

But there is growing in the minds of the American public a higher word meaning “Co-operation,” and that applies to the Chamber of Commerce. Do you remember the time when Chambers of Commerce began? The idea in the minds of men with regard to any business project was, “Are we going to gain the force to carry this through? Might, not right!” That was the process through which men went before they got down to learn the happiness and joy of service in doing for a common welfare. After a while this began to spread. This idea began to spread: That we ought to do for the benefit of the community. Let us try service, co-operative service for the general welfare in which we participate now, or we may not keep the benefits we now enjoy. We are a community and as the community grows, we will grow.

Not until that spirit reached out and touched Chamber of Commerce after Chamber of Commerce did it make the great strides it has done in the last two or three years. That was the secret of the great success of the Chamber of Commerce. That is the secret of your success. What are you doing? Reaching out into civic life. And in what are you finding? You are finding the inspiration to still greater work, and you are going to find greater and greater.

A GREAT CHAMBER OF COMMERCE

The Rochester Chamber of Commerce has always stood forth as one of the great Chambers of Commerce, and in this new home of yours that leadership will grow still greater. Of course, you know what the relations of the United States Chamber of Commerce and the Rochester Chamber have always been. Ever since its organization we have had one of your members on its Board. One of
your members assisted in the formative period of its existence. Later, one was elected to and is at present a member of its Board. No friend of yours brings warmer congratulations, warmer felicitations than I do from the Chamber of Commerce of the United States at this day. [Applause.] Now, gentlemen, I have not time to go into anything about the Chamber of Commerce, but I want to say a word to you about this recent War Convention. The Chamber of Commerce of the United States upon the outbreak of hostilities tendered its services to the Secretary of War and the President. Our Executive committee has been working as a war committee almost continuously, trying to aid the men in connection with the government, and the government working in connection with them. Officially, it became necessary to declare its sentiments unmistakably both with respect to the war and with respect to the attitude of business toward the government. So this War Convention was held in Atlantic City. No one who attended that Convention could have gone away without being amazed at the spirit displayed, not only in the speeches and arguments, but in the attention and attendance of the delegates, and finally in the magnificent resolutions which were passed on the final day. It is about one or two of these that I want to talk to you. First, let me say this: No good can come of these resolutions unless that message is carried home to the local Chamber. I am sure your delegates are going to carry that message home to you and have you act upon these resolutions here.

Liberty Bonds

First, let me say a word about Liberty Bonds. We are going into a great campaign. In my judgment the Chamber of Commerce is the proper organ through which these bonds should be placed. It is not only a duty but an opportunity for the Chamber of Commerce. I have seen how that worked out in the last campaign. In a city I know the banks tried to raise the amount allotted in four weeks and failed. The Chamber of Commerce raised the amount in two days. Why? The bankers are not trained for this sort of thing. But most members of Chambers of Commerce have been fitted for just such a campaign in many similar campaigns for the Y. M. C. A. and other organizations. The happiest week I ever spent was leading the campaign for the Red Cross in the City of Charleston. Thirty terms of ten each were apportioned among the whole subscribing public. They came in every night and reported. The problem is first to educate your community and concentrate their
thoughts upon this one subject, and the sporting blood of your community is aroused and you do things that you can not do at other times. Your bankers are not trained that way. In that campaign we took 300 men and taught them, and we had speakers address them on such topics as “Why We Are At War,” “Why Is It Necessary for Men to Sacrifice Their Lives,” “Why Necessary for Them To Match That Sacrifice Which Was Being Made for Them on the Lines.” At the end of that campaign we had 300 men who were thoroughly imbued with that, and preaching that gospel to each one of the people whose names were upon their cards, creating a spirit of patriotism among the people. And we need to! We need the people to understand that we are in a war to save this country as well as save democracy. We need the people to understand that if we were not in it on the other side, we would be in it on this side. [Applause.] People say: “Why are you conscripting men? Why are you sending them to the other side?” Can the events which have come to light fail to impress upon any human being that if we had not gone into this war, and remained long unprepared, the same horrors which have been transacted over there would have been transacted here. Do you think the Allies would have won without us? I am doubtful. And if they had been defeated what would have prevented the Central Powers from sweeping this country.

Combating a Sinister Propaganda

Do you realize that you, individually, through your representatives in Congress have selected certain of your fellow citizens, and said: “We dedicate your lives to our defense, to the defense of our common country, that we may stay here at home?” What are you willing to do to match that sacrifice that you have forced upon these young men? Can you think of making money for yourselves when they are dying for you? When you realize this and arouse others to it you are doing a tremendous service to counteract this propaganda which has been spread abroad throughout this country by sinister influences, that the people of the United States are not supporting their government in this war. We have begun to put a stop to it, and I hope we will sweep it out altogether. The Chamber of Commerce knows how to place these bonds better than anyone else, and it is a splendid opportunity for the Chamber of Commerce to show what they can do, and I hope the Chamber of Commerce of Rochester will take up this matter and be the leader. You have been a leader in many other things, and I hope you will be a leader here.
Now, among these resolutions are three inviting the industries of the country to organize in war service committees. You are probably aware of the creation of the Council of National Defense with its various sub-divisions and advisory committees. In selecting men like Mr. Frank A. Scott, Mr. Howard E. Coffin, and the rest, they took the ablest men in the country to serve for a dollar a year. At the instance of the Council of Defense advisory committees of highly qualified business men have been appointed in an advisory capacity to aid in the economical and efficient purchase of supplies. Congress got suspicious and forbade anyone connected with these committees from selling anything to the Government. The men on those committees, probably some of them from your own city, responded in a magnificent way. They forgot about themselves and their industries. They had but a single thought, to help the country get what it wanted. “Produce” was the order of the day; “How soon can you produce this stuff?” And they came down there to show the government how to get it.

However, Congress got suspicious, and it is disintegrating all those committees. Now we are inviting men to get together not to advise with the government but to deal with the government. The present process is for the producer first to go to some committee of the Advisory Board. Then he may find that some other committee may also have jurisdiction over his product. He would also see the member of the Advisory Board to whom this committee reported. Then he would realize that these committees and the Advisory Board could only recommend, and as their recommendations would go to the War and Navy Departments, the producer would try to see one or other of the Secretaries, by whom the matter would be referred to some Bureau in the Department. You can see what the red tape is there.

GOVERNMENTAL FIXING OF PRICES

We believe the Government ought to have a Munitions Board to fix prices, and the industries ought each to elect committees to study its own industries, and then say to the Government if it wants anything from that industry: “Here is what our industry can do; what price do you want?” If the industry is not sufficient to supply all that is needed let steps be taken at once to extend that industry to meet the demand. Instead of the Government picking this man and that man for their orders, let the Government deal with the committee representing a particular industry, and not give any one industry at any one particular point more orders than it can handle.
Chamber of Commerce Building

It may be said that such a plan does not come within the provisions of the Sherman Act because that law aims only at the restricting of combinations or monopolies in restraint of trade for the ultimate purpose of raising the price, while in this case the price is fixed by the Government. While by this union of the various industries much may be accomplished in meeting the demands of the Government at the present time, the question may arise whether these committees having been given such power may not want to retain it after the war. It may be answered that at that time the Government will be fixing another price, and the law of demand and supply will then be operating in a more normal manner than now.

At the head of the constitutions of these various associations of industries should be placed the statement that: "The purpose of this organization is for the general welfare of this country. No action shall be taken by this association which shall be in any way detrimental to that welfare. We shall endeavor to improve this industry, do the best we can for it, but not to the detriment of the country as a whole." I believe you will create instruments which in adjusting things after the war will constitute a powerful agency.

The War Convention

And now in closing I want to call your attention to the declaration of the War Convention of American Business Men. That declaration is as eloquent as anything I have ever read. Every man ought to have it before him and ought to learn it, if possible. It takes but a minute and a half to read it, and I am going to ask your pardon for reading it now.

"The People of the United States, in defense of the Republic and the principles upon which this nation was founded, are now taking their part in the world war with no lust for power and no thought of financial or territorial gain.

"The issues at stake in this stupendous struggle involve the moral ideals and conception of justice and liberty for which our forefathers fought, the protection of the innocent and helpless, the sanctity of womanhood and home, freedom of opportunity for all men and the assurance of the safety of civilization and progress to all nations great and small.

"Speed of production and the mobilization of all our national power are essential to victory and mean the saving of human life, an earlier ending of the designs of autocracy and militarism and the return to the peoples of the earth of peace and happiness.

"Undismayed at the prospect of great taxes, facing the consumption of its accumulated savings, American Business without hesitation
pledges our Government its full and unqualified support in the prosecution of the war until Prussianism is utterly destroyed.

"Assembled on the call of the Chamber of Commerce of the United States and representing more than half a million business men and every industry in every State in the Union, this Convention promises to our people that Business will do all in its power to prevent waste of men and material and will dedicate to the Nation every facility it has developed and every financial resource it commands on such terms and under such circumstances as our Government shall determine to be just."

No Peace Before Victory

Gentlemen, can we, could we do less? Can we who live in a country where liberty under democracy has been handed down to us as a sacred heritage and valued far higher than life itself—can we for a moment contemplate the possibility of its extinguishment? Can we permit German autocracy and militarism to remain a constant menace to that liberty and the peace of the world? Can we compromise with this, now that millions have died to make it impossible? Men may cry "Peace, Peace." But there is no peace. So long as Kultur under autocratic direction shall remain a vital force in this world, so long as any people are taught to believe that they have superiority over other peoples of the earth and the right to subject them to their will, must not all menace of it be ended now? Dare we, for the sake of a cessation of bloodshed and forgetful of the millions who have died, think of postponing its dangers to a future generation? There may be some in this country who care not what sacrifice of honor or self-respect be made, provided this generation shall live in peace. There may be those in this country who will sacrifice any principle of safety to democratic institutions, any safeguard to the republic, for their own comfort or their own ambitions. But thank God, in this Democracy of ours they constitute a very small minority, and in the ranks of business their number is negligible. Let us see to it that their number is infinitesimal by such vigorous, pronounces and united acts as will prove to the enemy and to the world our patriotism and our loyalty to the ideals for which this republic was founded. Let every impulse to selfishness be suppressed, and a great wave of enthusiasm sweep us on to such achievement in service and sacrifice as shall bring a conclusion to this war, and peace to this generation and to generations to come, a peace which will leave to mankind for all time its most precious possessions, which we in their aggregate call civilization and humanity. [Applause.]
DINNER

REV. WILLIAM RIVERS TAYLOR, D. D.

PASTOR OF THE BRICK PRESBYTERIAN CHURCH

INVOCATION

Almighty God, Father of men and Lord of all life, unto Thee do we lift up our souls.

Be pleased, in the abundance of Thy grace toward the unworthy, to inspire and direct all that shall be said and done here tonight; and let this building, the noble gift of a faithful steward of earthly goods to his fellow-citizens, be as a temple in which Thy servants shall render to Thee the sincere homage of honest business, mutual service and good fellowship; through Jesus Christ, our Lord. Amen.
LORD NORTHCLIFFE
CHAIRMAN OF THE BRITISH MISSION TO THE UNITED STATES

PRESIDENT HARPER SIBLEY, Introductory

COMMERCE in its origin, meant the bringing together for exchange of wares. To-day, the Chambers of Commerce are great centers where men bring together their wares, not material objects, but things such as knowledge and experience and, above all, the gift of personal service.

The Rochester Chamber of Commerce is not holding this great convention of dedication for any spirit of self glorification or self indulgence. We are holding it for very purpose, it seems to me, for which we are existent.

The United States is at war, but the Government of the United States can only do what the people empower it to do. The Government of the United States can demand no sacrifice of the people that the people are not willing to give or to offer. The will to do can only result from a knowledge of the need of the thing to be done.

These gentlemen who come here at our invitation are possessed of knowledge that is superior to our knowledge, they are possessed of experience that exceeds our experience, and their opportunities for personal service necessarily exceed those that we can possibly have. Therefore, we have asked them to come that in this time of war they may give us some of their knowledge and some of their experience and that they may give us the inspiration to do greater things in this war than we could do if left alone.

In the early days of the war England was itself completely without realization of what she was facing. She was unbelieving, she was inefficient, and she was without power to wage war effectively. During these early days one of the great beacon lights which led the people of England into the power to wage war effectively was the
press under the leadership and control of Lord Northcliffe. [Applause.]

Rochester is indeed deeply honored that this emissary from England should have come to us to-night and it gives me the greatest possible pleasure to present to you Lord Northcliffe. [Applause.]

**LORD NORTHCLIFFE, Address**

I stand before you to-night, before this magnificent assemblage, in four or five different capacities. Firstly, I stand before you as one who comes from near to Old Rochester in England. Secondly, I stand before you as one who has to-day had a high honor conferred upon him, of a degree of your University. Therefore, I can claim to be connected with this Rochester in the United States. Thirdly, I am with you as a lifelong admirer of Mr. Eastman. It has long been my ambition to meet him, and I met him for the first time to-day and, as with you, I was not disappointed. Fourthly, I stand before you as a man who has to be out of this Hall in exactly twenty-five minutes. So I had better get to business.

Just a week ago, not more than a week, I was present at a gathering at Atlantic City of all the Chambers of Commerce of the United States, and I then realized for the first time what a mighty power these chambers are for the quick interchange of knowledge, thought and wisdom, and I can conceive no greater gift to any city, and especially to a city with the innumerable industries of Rochester, than a great place of meeting like this where the young men may meet the old men and get wisdom, and the old men may meet the young men and get vitality. [Laughter.]

It seems to me that this system of Chambers of Commerce which you have developed to a far greater extent than we have is the only possible means by which you can communicate views throughout the country so rapidly and successfully. It seems to me that this system of conventions is a most excellent means of quickly covering this great part of the world with any kind of knowledge that may be desired at any particular moment. And the kind of knowledge I know is desired to-day is the knowledge of what is happening in the many wars we are taking part in in many places in the world. I will not decry further on Chambers of Commerce or even on this most superb building because I have been asked especially to speak of the war, or rather, the wars, those wars of which I have been an eye witness on many occasions during the last three years.
As your chairman said, it took a long time to arouse Great Britain to the idea that in the Twentieth century a war of these dimensions could be possibly waged. In many ways I find that your people are remarkably like our people—not too trusting. When the war broke out, the idea that our country could be covered by a network of spies was regarded as ridiculous. We have quite a large number of Germans in England and had prior to the war more than 30,000 of them and they were as a rule highly esteemed citizens and were treated on an equality with the British people. We had more than one mayor of a great city; we had presidents of chambers of commerce; we had men highly placed in our universities, all Germans; and we were amazed when the war broke out to find men who were living in our midst for more than 30 years turn out to be deadly enemies of our country.

But exactly the same thing is happening today. When I opened my morning newspaper this morning I found that Dr. Nicholas Murray Butler, the president of Columbia University, had to fire two professors, when you have been at war six months. We trusted our Germans freely until we found that they were conveying all kinds of valuable intelligence about what we were doing and then we got “wised up” to what they were doing, as you say here. We sent the women and children back to Germany in large numbers and we detained the men of military age.

Tributes to America

While you are going about the war in rather the same way in that matter as we did, there are one or two great things in which you have been far wiser than we were. Instead of dilly dallying about methods in enlisting men, you adopted the only democratic means of asking them to come, as you did by the draft. By our system a thousand inequalities, many inequalities that can never be got over by our system, men who should really be working in the plants, skilled workers, were sent to the trenches. Unskilled workers took their places at lathe and bench. Any member of this Chamber of Commerce will realize what a shocking waste of most valuable material, of human hands, took place by that system. It took us nearly two years before we realized that the only real democratic way was the way you have adopted, and I consider that the ease, smoothness and facility with which you have done this, the absence of friction, prove to the utmost the wisdom of the Powers That Be at Washing-
ton who had the courage to take this step. I know that there were many prophets of dismal things. When I arrived here I was assured if I waited to see the day when the draft was put in force I would find riots and weeping women and the rest of it. I have seen the draft put in force and I have seen the boys go cheerfully.

No one knows of this war in Europe. It is not that kind of war. It is the most serious war that ever took place and it is waged for a very serious purpose. The American troops go to war with a magnificent spirit and, as for the physique of them, I know that they are the first pick of the National bunch and they are beyond question the finest body of soldiers in the field. By the system of the draft you have secured an army of young men more or less of the same age, an enormous advantage in war. The speed of a convoy of ships is the speed of its slowest ship and the speed of a regiment is the speed of the slowest man in the regiment. As Sir Douglass Haig, our great Scotch general, has said again and again: “War is a young man’s game and the speed of its army is the speed of the slowest man.” And your army is an army of young men.

Getting the Boys Across

There are, however, one or two problems in regard to the sending of your great army to Europe with which we have not been confronted and I hope you will not think me impertinent as an ally when I suggest that you think very, very deeply as to how you are going to get these fine young men and their supplies to the battle fields in France. No such feat has ever been attempted in military history as the transport of millions of men over 3,000 miles of ocean infested by submarines.

In the Boer war, which we fought, and which was not more than only part of the little war we have in Macedonia, we transported something like 300,000 men over 7,000 miles of sea. But that was a comparatively easy task. We had no enemies on the sea. Ships went as they chose. That was an easy task because war and its equipment was not nearly so complicated as it is to-day because the amount of ammunition used in that war was not one-thousandth part of the ammunition used to-day. All your men, all your ammunition, all your aeroplanes, all your food supplies, all your great guns, all your shells, all the clothing, all the horses, all the mules, all their apparatus and provisions, all the locomotives! And, remember, that your front is a long way from the sea. I am not permitted to say where it is. The Germans know where it is. The English know where it is.
[Laughter and Applause.] I can only tell you to take a map and look at almost the most distant part of the line from the sea, and that is where your military headquarters are at the present moment. I have no idea of what it will mean in the way of locomotives and track. I do know that our army, which is quite close to England, has more than 500 English locomotives there and that they have torn up thousands of miles of British and Canadian track for the transport of our troops and great guns and the rest of material of war.

It seems to me that this problem, the problem of getting your boys and their supplies to the front, is one I do not see sufficiently considered. It is an immense operation. I am sure that the plants attached to the British Army, the plants where the clothes are prepared and boots are made and where the guns are refined, I would say that the plants of our army are equal to the plants of a great manufacturing city like this.

The Submarine Menace

Our army is about two and a half millions on the Western front in France. I do not know what size army you are going to get there, but it is obvious that you will have to have much more material in France than we have, for we are only 21 miles from France to our coast and go across the channel protected, and we have not lost one man in transporting our men to France. We are so close to France that we have no difficulty in reaching our base. Our base from London is only a little over 200 miles. From Paris to the base is of course closer. Your base at the nearest point is New York, and you know how far France, how far New York, is from the coast of France. It seems to me that this problem should give deep thought to every American man of business.

I know that now and then you see optimistic statements in the newspapers that submarines are finished—that somebody has invented a wonderful machine for sinking submarines. There has been no machine invented for sinking submarines. We have learned how to/home submarines and to disguise ships. I saw today in this town ingenious methods and devices in Mr. Eastman's office and establishment for giving camouflage to ships. We know that the visibility of ships has been decreased, but, believe me, that though there is probably no danger to fast ships, there has been no means discovered yet by which ships that carry supplies, and they are naturally the largest part of the world's tonnage—there has not been any means discovered of ensuring transportation across a zone infested by submarines.
Chamber of Commerce Building

If you analyze those figures published every week you will see that the figures sometimes show that fewer British ships have been sunk, but on almost every such occasion, greater numbers of Italian and French ships are sunk. That happened last week. Last week was the easiest week for the British and the worst for the French. All your inventive genius should be given to this vast problem.

Another tendency that I find here is a danger that we suffered from. During the first year of these various wars that are going on in Europe, Asia and Africa, chauvinism is the order of the day, that the war would be over by Christmas or Easter or Spring of the year or the Fall. There are none of those people left in Great Britain to-day at all. They have learned by actual experience and I have seen from them while at the Front, they have learned that a nation prepared as Prussia prepared for over 40 years, a nation so prepared, a nation so easily drilled and so docile and so much better provided with food from Russia and Roumania, a nation which has made all those preparations and which has all at stake, whose ruling classes, life and everything are at stake is not going to be put down so easily or as quickly as the Boers were in that little war we had with them.

You will remember with your own Civil War which most people thought would never take place and which most people thought would not last for three months lasted more than four years. Even if there were a possibility of this war being a short one, and I cannot conceive of that possibility, it is very unwise not to make every possible preparation. You cannot do too much preparing for war. Wars unprepared means long prolongation and a far greater death rate.

WHAT BRITAIN HAS DONE

Perhaps you will let me show a little of what my own country has done in the war. I come from one of the five independent nations that make up the British Empire. On my left I have a distinguished Judge. He comes from one of those independent nations which has sent its volunteers, a vast proportion of its men. When the war broke out there was no particular reason why the men of Alberta and Saskatchewan and men of British Columbia should fly to the war. It was possible that those men of the Maritime Provinces — it would seem possible they might seem pretty anxious to join in this tremendous struggle for democracy. But as a matter of fact, when the war broke out, from every part of that Canadian nation men sprang to arms, and particularly so in the West. The record
of the Canadian nation in this war is one to which every member of the other independent nations of our empire must bow. [Applause.] From New Zealand, which is 11,500 miles from the war, one man in ten—that included children and old men—one man in ten has already gone to the war. From Australia, one man in fifteen. From Great Britain we had, as Mr. Asquith told you nearly two years ago, nearly 5,000,000 volunteers. We have altogether under arms, men at arms, on the ships, in France, in India, in Egypt, that most interesting war we are waging for the wresting of the Holy Land from the Turk, and Mesopotamia, we have altogether at arms seven and one-half millions of men. [Applause.] The war costs us $35,000,000 every day. We have advanced to our allies a great part of our shipping, $2,000,000,000, a vast amount of ambulances, railway materials, coal and supplies of all kinds. We have given them coal. In fact, we have pooled our resources. There are no luxury trades left in Great Britain at all. There is no starvation with us. Friends, for the first time in our history, for we were almost as extravagant people as you are, there is thrift. It took a long time to bring that thrift about, and from signs I see in your country it will take Mr. Hoover a considerable period more before he cuts down the portions in the hotels.

You are going at the war very much as we did, but you have the enormous advantage of some of the very bad mistakes we made. In some respects you have avoided those mistakes and in some respects you are making them. It is said that nations, like children, only learn from experience, and, of course, I thoroughly realize that your problem is our problem in some respects. In making the transport about which I feel so seriously, having seen these armies in the field and the gigantic supplies they want, I sometimes think that that problem of transport of the American army is the great problem of the war.

Allies Will Not Weaken

I have no fear for any of the allies weakening in the war at all. The French as I saw them a few months ago are not bled white as some people think, not with the splendid resolution and absolute determination to throw those horrible people out of their country. [Applause.] And then in even tiny Belgium there is absolutely no weakening. All the communications we get from inside Belgium, from those millions of Belgians who are imprisoned there, show that the Belgians are holding themselves proudly aloof from the Prussians. [Applause.] Italy has put up a fight which, I may say, has
been the surprise of the world. I spent some time with the Italian army. They are mostly composed of those Northern Italians who are very rarely seen here. They have had one of the heaviest tasks of the war and are bearing themselves magnificently.

The disappointing part of the war is Russia. Poor Russia has suffered in many, many ways. One of your mission who came back from Russia last week, I think, says that she is now suffering from an overdose of Modernism. They are a charming, simple, kindly people. They are unaccustomed to your kind of democracy or ours and it will take them, I believe, some time to learn it. I am afraid we cannot look upon them, or a great part of them, as any source of strength to us. They may hold a good many Austrians. There are probably no Germans opposed to them. They may help by keeping off a good many Austrian divisions, but, as I think, we English and we Americans ought to make up our mind to the fact that France has done her bit wonderfully, Belgium has done her bit wonderfully, Italy has done her bit wonderfully, but that the winning of the war is up to Great Britain and the United States. [Applause.]

I am sometimes criticised for saying that I do not hold in regard the entry into, of these peoples, in the war as a war purely for the saving of democracy. We know it is that in essence; that practically every nation has gone into this war as was truly said the other day by the Prime Minister of New South Wales, because he felt that unless they went into this war this horrible menace of Prussianism would reach his own country.

I know that after the first great impulse in Great Britain to come to the rescue of Belgium, after we sat soberly down to think out this thing, after our soldiers saw with their own eyes the horrible things perpetrated in Belgium, after the most brutal murder of Nurse Cavell, after all those things, we began to think: “Well, we are not fighting for the safety of Belgium and France only. These people may come to England.” That caused us to fight none the less readily, and I believe that in the United States there is a mighty wholesome thought that if these people overrun France and Belgium there will be no limit to their ambition and in these days of modern, speedy conveyance they can as easily come here as to Great Britain. I think that is a very just thought and I think that some of the American men who are going to France are determined that their country shall be as free from possibilities of intrigue and invasion from Germany as ours is.
WHAT THE AIR RAIDS DO

We have, as you know, over England every night, even over the old town of Rochester, very continually, these raids for the purpose of alarming the women and children of Great Britain. The raids sound worse here than when one is there. They are very annoying. They interfere with the social life of Great Britain; I see the theaters are going on as usual, but they will not have the effect of frightening our women and children at all. They have the effect of heartening them; of making the men more and more determined that there shall be no possibility of Prussia's victory, which would mean the end of all the things that we fought for for centuries, and that you fought for in 1776 and since. [Applause.]

Therefore, I say to those who say this will be a short war, even though there were a possibility, which I do not believe, that the Turks will collapse, or the Prussians will collapse, or the Bulgarians will collapse, that I do not believe any or all of them will collapse. Let us, every one of us in the United States and Great Britain, make a resolution, a fresh resolution every day that we will not delude ourselves and weaken ourselves by lack of preparation, a false optimism, but that we will do that which every man of business in the world does: Go over the affairs so closely that there is no possibility of failure. That is what men of business do when they undertake a great contract; when they undertake to do any difficult thing, they go to their associates and they discuss every possible contingency of failure. These people who tell us that the war is nearly over; that the Germans are going to collapse. These people that say those things are the same kind of people who fail in business owing to cheery optimism.

I am by no means a pessimist about the war. I came to this country long years before the war and made speeches about the war that was coming, and although I deplore war and the horrors of it and never want to see war again, I have no more doubt of the result of the united efforts of the free peoples to prevent the spread of Prussianism than I have that I have had a very delightful and pleasant visit to Rochester this day. [Applause.]
Chamber of Commerce Building

DAVID JAYNE HILL
FORMER PRESIDENT OF THE UNIVERSITY OF ROCHESTER
FORMER UNITED STATES MINISTER TO GERMANY

PRESIDENT HARPER STILEY, Introductory

DURING the years to come, and, particularly, during the years when the war shall at last draw to a close, because there must come an end to this war some time, diplomacy, international diplomacy, shall bear a great part in the world of that day. Rochester has many things of which to be proud, and not the least, it seems to me, is the presence in our midst of one of our own citizens, a man who is famous the world over as a writer and as an authority on diplomacy, and it gives me great pleasure to introduce to you our own fellow citizen, David Jayne Hill. [Applause.]

DAVID JAYNE HILL, Address

It is a pleasure not unaccompanied with difficulty to follow Lord Northcliffe, who has spoken in words so incisive and so full of vision. Seven years ago this summer I met in Berlin a gentleman whom I considered the best authority on world conditions then living. Had he said to me that in seven years there would be a general European war I could have believed him, for the evidence even then was not wanting. But if he had said, “Your country and mine will both be engaged in it, fighting side by side on the soil of France,” it would have seemed incredible. Had he added, “Seven years from now I shall come to your country as lord high commissioner and shall speak in your home city of Rochester regarding our common activities in the war,” I could not have believed him. And yet Lord Northcliffe has been here and has spoken on that theme. Our two countries are united in this war, the American Republic and the British Empire,
but no longer an empire in the old sense, for it has become a great commonwealth of self-governing nations.

**Prussianism and Pacifism**

We have had abundant reason in recent months to consider with renewed interest the duty of the individual citizen to the community. Two opposite ideas seem struggling with each other for predominance: the idea that the citizen is the mere creature and subject of the State, to be used in all respects as public authority decrees, which is Prussianism; and the idea that the citizen, being the creator of the State, is not under obligation to serve the State or be held responsible for its destiny, which is Pacifism.

It is impossible to accept either of these theories of social duty. A human being is not the mere creature of the State, nor is he absolved from obligation to it. His true position is that of a free man in a free community; but his condition of freedom, the very existence of freedom itself, depends upon the resolution to defend, if need be at the cost of all his possessions and even of life itself, the organized liberty and acquired well-being bought by the struggles and sacrifices of those who have left them to us as our heritage.

The great need of every community and of the whole world is, therefore, public spirit—the devotion of the individual citizen to the cause of the community in which he lives. It is the glory of democracy that it opens to every man this wide field for his personal self-development, this identification of his own interests with the interest of the community in which he lives, which makes him a free participant in its larger life.

It is with pride that we witness the growth and the achievements of this spirit in this beautiful and prosperous city of Rochester. Nowhere else in the much diversified experience of a too migratory life have I seen it surpassed or even equalled. This spirit came to this community in the old days when the schools, and churches, and hospitals, and the university in this city were in their infancy. It has created a roll of honor too long to be recited, and too rich in generous impulses even to be recorded; for it is not composed of those alone who have bestowed upon the community gifts of money; it includes innumerable dedications of time—hours, and days, and years of thought, solicitude, and activity—such as those, for example, which have bestowed upon this city its magnificent public parks.
Chamber of Commerce Building

ROCHESTER IS HOME

It is a delight to return here after periods of absence and to see what this presiding genius of the city's life has accomplished. Always more clean, more comfortable, more beautiful, more thrifty, as the years go by, Rochester surpasses its own record as par excellence a city of homes, where the squalid and sordid life so often found in cities does not exist.

It was, perhaps, an advantage for the city of Rochester that it developed from very small beginnings. It still has its “four corners,” its atmosphere of an expanded and glorified village, which the growth of great industries has not destroyed. A unity of feeling, a pride in the city’s development, a resolution that it must always remain the sanitary place that nature designed it to be, and that its in-streaming population, composed of many nationalities and bringing into its life-currents very diverse and foreign conceptions of human existence, must always be encouraged to adopt those habits of life and thought that would assimilate them as far as possible to the original community.

CROWNING FAITHFUL WORK

In all this the Chamber of Commerce has been the vital center, looking after the material growth but also at the same time the human character of the city. It has brought here to speak to the people many of the greatest thinkers and nation-builders in our country. What a list of celebrities it would be, if it were printed! I shall not presume to call the roll. And what quiet, intelligent, and persistent work has been accomplished by the officers and members of this organization!

Nothing could be more fitting than that one of them should bestow upon the city this beautiful edifice—not indeed a seat of official authority, not a part of the city’s government, but a place consecrated to that without which all authority is weak and all free government impossible, the power of public spirit.

Let no one understand me as depreciating in the slightest degree the organized official life of this city. I believe it to be admirable and what the citizens desire it to be. Subjected no doubt to criticism from time to time—and especially just before elections, as all governmental administrations are wont to be—it must in all honor be said that the city of Rochester is an especially well governed city, and public spirit has made it so. But in every community there is much that cannot be accomplished by official action but can be facilitated by intelligent influence. It is well, therefore, that alongside
the municipal authorities there should exist in every city, in fraternal fellowship with them, a forum of public opinion such as this Chamber of Commerce affords.

Honoring a Generous Citizen

All honor then to the generous citizen who has made this gift, the latest—or at least I presume so—of his many noble public benefactions. This would be a quite different city without George Eastman. He has grown up with it. He has made it his beneficiary in many ways, and he has asked nothing in return. He has brought to its citizenship hundreds of expert men. He has given remunerative, highly remunerative employment to thousands of others. He has helped to personal prosperity great numbers who without his enterprise would perhaps never have achieved it. He is the living refutation of the spawn of social and economic heresies that threaten the prosperity of our country with desolation, stagnation, and despair. There is not a city in the world that would not covet him if he were an object of choice. But he is not to be had for the wishing. He has chosen Rochester, Rochester has him, Rochester loves him and is proud of him; and in return he is wedded—to her!

But with all our devotion to this lovely city, we should have a narrow conception of public spirit if we confined it to any local community. It is the life of the nation. The nation has called, and it has answered. Not everywhere in tones equally audible, but its chorus will be swelling for some time to come. We are at war. Our fellow-citizens have been destroyed by the hundreds by a hostile government, our rights and our dignity as a nation have been treated with contempt and trampled under foot. To this call the spirit that made this city what it is has nobly responded. Freely, under no public compulsion, not waiting to be conscripted, its wealth has flowed toward Washington in copious streams to honor the securities issued by the Government and the voluntary efforts in the cause of humanity; and better than that the life-blood of Rochester, its vigorous young manhood, has gone forth eventually to defend the cause of human liberty and the reign of law “somewhere in France,” until it wins the final victory somewhere in Germany.

I cannot dwell at this hour on this great theme, which is in everyone’s thought. It is not necessary. Others, and among them representatives of the great nations with which we have a common cause, have already spoken, or will yet speak more eloquently than it is possible for me to do. But can anyone imagine that, after this
struggle is ended, we can come out of it with the sense of isolation we possessed before we went into it? Shall there not be a deeper sentiment of brotherhood, a closer international contact, and a higher sense of responsibility than before? Will it be possible to feel that we are living in the same world as when the American people were smothering their natural sensibilities and fighting their own consciences to maintain an attitude of neutrality, while innocent Belgium was ravished and plundered and chivalrous France was warding off a death-blow aimed at her heart? I believe it quite impossible.

Struggle of Right Against Might

Had they fully understood, it would have been impossible for the men and women of the United States to remain neutral in the presence of robbery, murder, and sacrilege; but they did not understand. The truth would have seemed incredible. But the women of this country were never neutral. From the beginning they were in the presence of an enemy, but he was not clearly distinguished. They began their silent struggle against suffering. Toiling with comforts for the wounded by day, at night they wept over the use to be made of them, sorrowing for all alike, for were not all the sons of mothers and war their common enemy? Then came the vision, not in the night of tears but in the clear light of day. The battle was then seen to be not a mere conflict of power, but a struggle of right with might, of law with the arrogance of arbitrary force, of humanity with a reversion to barbarism; and then these souls of mercy were for ever—war upon the insolence of autocracy, the shamelessness of organized brigandage, the brutality of conquest and enforced slavery, the inexpressible iniquity of world-wide conspiracy under the guise of friendship, plotting to divide the nation, to array friendly governments against the people of the United States, and to portion out dismembered territories to mercenary armies, as the reward of an instigated complicity in plans of plunder. And thus at last the real enemy was located, and the war for civilization had involved America.

Where To Fight the Enemy

Where then is the battle to be fought? It must be fought wherever the enemy presents himself, and the farther away the better. There, where he is, however distant, wherever he seems most invincible, on the sea, in France, in Belgium, in Germany, if need be, the Public Spirit of America must meet him in arms; certain that at
last the common humanity of a great people, misled, made the victim as well as the instrument of monstrous purposes, will turn its face toward the light, and join in clearing the battlefield for the building of that city of God on earth where free peoples may live together in security, in concord, and in peace.
Chamber of Commerce Building

JUSTICE WILLIAM RENWICK RIDDELL
OF THE SUPREME COURT OF ONTARIO, CANADA

PRESIDENT HARTER SHIBLEY, Introductory

TO the North lies our great sister country, Canada, from whom, if I am right, England had no power to demand a corporal's guard or a silver shilling. England had no power over Canada whatever except that power which Germany could not see, the power of a great ideal. To that ideal Canada has made the greatest free will offering that the world has ever seen. [Applause.]

It gives me the greatest pleasure and satisfaction to introduce to you Justice William Renwick Riddell of the Supreme Court of Canada. [Applause.]

JUSTICE RIDDELL, Address

As I was sitting here this evening I wondered why it was that you had gone back to the old rule of always bringing on the best wine first, and when the people "have well drank, then that which is worse." I learned the reason when my friend, Dr. David Jayne Hill, spoke, because he told us that you stood by the old customs. I have no reason to complain. If I had such reason on any account, it would be quite wiped out by the fact that I see that women in this city are "folks," and allowed to sit among "their betters." It is one of the most delightful customs—one which I am glad to say is spreading more and more widely, not only in this land, but also in Canada, another backward country—to ask our Indy friends to favor us with their presence at a meeting, because you will find that it adds to the interest and does not at all diminish the usefulness.

Ladies and gentlemen, I come to you, as has been said, from one of those five free governments, free governed, self governing, constituent nations of the far flung British Empire. British as we
Canadians have been, British as we are to the last drop of our blood, and British as we shall be if it costs the last drop of our blood, we can claim also that we are American, American geographically, American socially, American to a large extent commercially, American in our views of personal freedom and liberty, not governed by class or custom. We look to the south to our older, richer and stronger brother with admiration and love. Canada claims as her own his prowess and strength and glory. Nay, she has even almost forgiven the Thirteen Colonies leaving the old homestead when she was but an infant, and setting up a new establishment of their own with new rules and regulations.

When it was found that I was to come to Rochester, I was intrusted by certain of our citizens with messages which with your permission I will read. First, from the Prime Minister of Ontario, who corresponds to your Governor. We have governors of our own, but we call them governors for precisely the reason that we call the stream near my father's old farm a "trout stream," because there were no trout in it. So we call our governors' governors,' because they do not govern, being themselves governed.

From the Prime Minister

From Sir W. H. Hearst, the Prime Minister of Ontario, to the Rochester Chamber of Commerce:

"Gentlemen:

"I am glad to have the opportunity through the kindness and courtesy of the Honorable Mr. Justice Riddell to congratulate the people of the United States on the stand you have taken in this great war. You have chosen wisely and deliberately to resist with all your great power the attempt to establish a cruel and heartless military domination in Europe and throughout the world. We, in Canada, have long realized that whenever opportunity offered, Germany would try to seize this country. Hence it was that, at the outset, we determined, without hesitation, to stake our last man and our last dollar on the outcome of this struggle. Already, as you know, the blood of Canadians has been poured out like water on the battle-fields of Europe. We have been grateful all along to have had your encouragement and your sympathy; and we are glad to know that now we are receiving your active co-operation and support.

"We believe that the United States is in the way to the finish. Your interest is even greater than ours for you have more at stake; while your responsibility and your opportunities are proportionate to your strength in men and material resources. In this common and sacred cause we are brothers. I am confident that we will be bound together for generations by our common sacrifices and triumphs."
Chamber of Commerce Building

The laurels you will win will be our pride and our glory for we of
the new world must all do our part to restore and preserve to the old
world from which we have sprung the privileges and blessings that
have been won by democracy through centuries of human effort and
progress.

"Yours sincerely,
(Signed) "W. H. HEARST."

THE UNIVERSITY OF TORONTO

Then from Sir Robert A. Falconer, the President of the University
of Toronto, which has nearly 5,000 of its sons in kiel and
nearly 300 have made the supreme sacrifice:

"Dear Mr. Justice Riddell:
"I shall be very glad if on the occasion of your address you will
convey to the Rochester Chamber of Commerce our greetings, and
express to them the satisfaction that we feel in the knowledge that
they are standing with us in the maintenance of our common civilization.
Especially I should like you to tender an expression of our cordial friendship to President Rush Rhees and the University of
Rochester. The Universities of the United States and Canada will hereafter have closer affinities than ever.

"Yours sincerely,
(Signed) "ROBERT A. FALCONER,
"President."

FROM TORONTO'S MAYOR

The Mayor of Toronto, the Honorable T. L. Church, sends
greetings:

"Dear Justice Riddell:
"I am glad to learn that you are to speak for Canada at Rochester
on the occasion of the opening of the new Chamber of Commerce
building there. Your eminent position as a Judge and your natural
gifts combine to make it most fitting that you should represent our
country at such an event.
"The cities of Toronto and Rochester lie on opposite shores of
the same great lake, and their maritime commerce is carried on the
same waters. Many social and other ties exist between their peoples
and a mutually friendly feeling has always prevailed.
"The people of Toronto and of Canada cannot be unmoved witnes-
ses of the entry of the United States into the war as one of our
Allies. Its immediate effect is to re-unite Great Britain and the
United States in all respects except the political relation. Fighting
side by side for human freedom, making sacrifices together of blood
and treasure, and having an identical aim, the accord of British and
American hearts will never again be broken. The extent of the ben-
eficial effect of that reunion upon civilization and the world no one
can estimate.

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Official Opening of Rochester.

"May I ask you to express to the Mayor and citizens of Rochester our congratulations on the opening of a new Chamber of Commerce building and our hope that the "Flower City" may be blessed in the future with even more abundant prosperity than in the past.

"Yours very truly,

(Signed) "T. L. Church, "Mayor."

UNITED STATES AND CANADA

I have been asked to speak on "The United States and Canada." I may not speak to you of commerce as it may be in the future. That is a political matter on which the lips of His Majesty's Justice are sealed. The commercial relations between the United States and Canada have in the past been almost absurd, whip-sawing one way and another. The United States would make an offer, only to have it rejected. Then when Britain and Canada had come to a better sense, the United States declined what they had formerly asked, and when the United States had come to a better sense, Canada declined, and vice versa, whip-sawing for seventy years. In 1854 it was thought that this was put an end to when that great treaty was put through, the Reciprocity Treaty. But this lasted only a few years—the United States denounced it in 1866. Not that it was not fairly satisfactory, for, with a little amendment, it would have answered all legitimate purposes; but because this nation was angry at Britain for her conduct during the Civil War and wreaked a vicarious vengeance on the child for the mother's supposed sin. Perhaps now when the troubles of the neutral are better appreciated in the United States, opinions on the conduct of Britain will be more charitable. We sought again and again the reciprocity we had lost, but in vain—till at length we settled down to the struggle without it—and we "made good."

"Then came the offer from your side—and we rejected it. But if 51 per cent of our voters decided that Canada would be better without reciprocity, that did not mean that they looked upon the citizens of this Republic with dislike. Business is business. We continued to regard you when we rejected your offer as you regarded us when you rejected ours. True, there are some with us who like to have a shot at the American Eagle as you have some who love to twist the Lion's tail—but on either side of the line these are negligible.

When this war began and Canada threw herself into the conflict with men and money the position taken by the United States was perplexing to Canadians.
When Canada Exulted

Some jeered at the American love of wealth—I have not found any nation that is not fond of wealth: if there are any, they are the most degraded of savages who can have no wealth. But some of us who thought they knew the American people and knew that they loved the American people were astonished. We did not understand what was meant by neutrality in thought unless, indeed, it meant negation of thought, the easiest of all virtues and the most universally practiced. But we did not see what the great Master Workman was working out. We saw the threads but we did not know the pattern which was being worked—and when on second of April of the present year the most magnificent state paper that this continent has ever seen was read before the Congress of the United States, and the President challenged the United States to make the world safe for democracy, and asserted that the Autocrat was by nature necessarily a liar, and could not be believed, and the United States went whole heartedly to war, we saw the whole splendid pattern, and the heart of the Canadians exulted. Our brethren whom we misjudged, our brethren knew better what to do than we could possibly have told them. Our brethren knew the right when they asserted that they were going to fight for the right; and our hearts rejoiced with an exceedingly great joy. "Oh! you sons of free America, do you understand the exultation and joy and delight with which the Canadians saw our brethren coming to our side and saying we are in this to the last—we will fight and bleed and if necessary die with you?"

We yearn for peace—the world yearns for peace. Peace is impossible until such time as the nation whose national industry is war, until that nation whose national instinct is to steal from a peaceful neighbor and charge him with the theft, that brutal, hypocritical, lying, spying nation has either suffered utter defeat or has experienced a complete change of heart. Sir, the only peace which we liberty loving nations will accept, is the peace that kisses righteousness, for "the work of righteousness shall be peace; and the effect of righteousness quietness and assurance forever." It is pitiful, it were incredible, if it were not true, the peace kites flown, the peace balloons going up, the petty, silly, childish attempts to bring about a compromise. As though this were a war for money or territory; as though this were a war to determine whether A or B should be monarchs of such and such a piece of land and govern such and such a people; as though in this great war for principle we could ever have peace until that nation should learn that use armed force, military
power, braggart boasting of “mailed fist” and “shining armor,”
snatching of sabre in sheath—not these, but it is “righteousness” that
“exalteth a nation.” Sir, that is the kind of peace under which you
and we have lived for over a hundred years.

Smell of the Bottomless Pit

There are but two principles of international conduct, but two
principles that are worth while. One of these is, “Might makes
right. Might is right. I can; therefore, I ought; and accordingly, I
will.” Easily understood; simple as A, B, C; but it smells of the bot-
tomless pit. It is the principle of primeval man, who vindicated his
rights by his own strong right arm; who followed the simple plan
that “They should keep who had the power; and they should take,
who can.” It is impossible for a nation to live with such the govern-
ing rule; and accordingly courts of justice or of arbitration were in-
troduced to introduce checks upon its operation, in order that there
shall be no destruction by one member of the family, the sept; the clan,
the nation of the other. As between nation and nation there is a dim
simulacrum of this in our international law, but after all it is but dim.
There is another rule, “Right is right; and because right is right, to
follow right were wisdom in the scorn of consequence.” There are
three ways in which a course of conduct may be right: It may be
right because it is in accord with that moral law planted in every
man’s soul, that moral law which we Christians believe came from
the throne of God Himself; or ethically indifferent a course of con-
duct may be right because it is in accordance with some law laid
down by competent authority, or ethically and legally indifferent, it
may be right because it is in accord with a bargain or contract which
has been entered into; and that nation, man, however strong—brut-
tally strong, however pious—overwhelmingly, ostentatiously pious,
however learned—wrongly learned, that nation which violates
right, whether it be a moral right, a legal right or a right of contract
is a criminal before the face of God Almighty, or—there is no God.
Where nations agree to look upon that which is right as right, and
to follow right, there are no difficulties. If there is dispute it can be
determined by principles of right or wrong. Simple plain justice,
and simple plain honesty are sufficient to reconcile all the disputes in
this world, if men and women and nations are content to allow them
to be so composed.
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ENGLISH SPEAKING PEOPLE ARE ONE

Sir, it is upon that latter principle that your nation and mine have for over one hundred years governed themselves. We make a treaty; if we find the treaty is not interpreted in the same way by both parties, it is left to the interpretation of judges or of arbitrators. If the treaty does not cover matters in dispute between us, we make another treaty; and when we make a treaty we stick to it. A “scrap of paper where a name is set is strong as duty’s pledge or honor’s debt;” and because Britain with Canada on the one hand and the United States on the other have looked upon their treaties as sacred, and not as “scrapes of paper” we have been able to keep the peace for these one hundred years. There have been disputes but none so bitter as to produce a resort to arms; there have been controversies, but none so severe that the cannon must be the arbiter; there have been misunderstandings, great misunderstandings, but none so great as that it was thought necessary that brother’s hand should be dyed in a brother’s blood. While we have had our tiffs, as brothers or cousins have, between each other we have kept our bargains, and we have kept the peace. One would have thought that the example of great nations such as these nations, who had and cherished that chastity of honor which feels a stain like a wound, nations so strong that they need fear no foe; proud, wealthy, powerful nations, being content to govern themselves by the rules of ordinary honesty and simple plain dealing as between man and man, and so have kept the peace for one hundred years—one would have thought that no nation was so proud, that no nation was so strong, that it would despise the example of these.

But it was not to be—and the war has driven us into each other’s arms. Sometimes I thank God for this war. I know not a day passes but some mother in Canada, scarcely a day passes but some mother in my own city, weeps for the son who has made the last sacrifice; not an hour passes but a Canadian is wounded—a Canadian’s blood does not pass away; Canada is bleeding at every pore, proud of her boys, though with a broken heart: even so, I sometimes thank God for this war. The Kaiser builded better than he knew: The English speaking people are one. [Great applause; the audience rising to its feet and cheering.]

Oh, day which has been postponed for years! Oh, day which has been the subject of prayer throughout the English speaking world, the boast of the United States, Great Britain and Canada! At last our misunderstandings have passed away as mere nothings. We
have mourned the effects of that separation, which after all is but as of yesterday compared with the centuries of glory and pride which we have in common. Almost has passed away all feeling of that political separation, which is but skin deep, compared with that which is within, our fundamental and essential unity. And so we, Canada, your sister, and daughter of the great mother across the sea, holds out one hand to you and the other hand to her across the sea, and beckons the other free British nations to witness and rejoice in the reconciliation of mother with daughter. Verily the days are at hand when “they shall beat their swords into plowshares, and their spears into pruningbooks; nation shall not lift up sword against nation, neither shall they learn war any more.”

THE WORLD OF THE FUTURE

But let us not forget our God-given task in that great future. My soul tells me as yours must tell you, that the future of this world depends upon the English speaking nations. But in that great future there will be another Germany: a Germany that has got rid of her paramount folly, a democratic Germany that has got rid of her “Kultur” rubbish: Germany will come back to the old, kindly, loving, simple hearted Germany: the indomitable perseverance, the strong sense of duty, the willingness to labor and faithfully, whole heartedly to serve the nation will make a new Germany, a greater and a nobler Germany, a Germany which will be loved and esteemed, and not hated and despised by the other nations of the earth. While we must strain every nerve to win the peace the terms of which we shall determine, while we must strain every nerve to see that it is an English speaking peace which is declared, let us not forget that there is good in Germany, and that Germany may in the future be a sister, instead of an outcast.

With a world-wide democracy, a world-wide brotherhood, the dream of the poet will come true for there will be seen on earth, the like of what he saw in the heavens, there will be seen living what he saw dead.

THE ARMY OF THE DEAD

I dreamed that overhead
I saw in twilight grey
The Army of the Dead
Marching upon its way,
So still and passionless,
With faces so serene,
That scarcely could one guess
Such men in war had been.

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No mark of hurt they bore,
Nor smoky, nor bloody stain;
Nor suffered any more
Famine, fatigue, or pain;
Nor any lust of hate
Now lingered in their eyes—
Who have fulfilled their fate,
Have lost all enmities.

A new and greater pride
So quenched the pride of race
That foes marched side by side
Who once fought face to face.
That ghostly army's plan
Knows but one race, one rod—
All nations there are Man,
And the one King is God.

No longer on their ears
The Bugle's summons falls;
Beyond these tangled spheres
The Archangel's trumpet calls;
And by that trumpet led
Far up the exalted sky,
The Army of the Dead
Goes by, and still goes by.

Look upward, standing mute;
Salute!
The Relation of Government and Business for the Winning of the War

ROCHESTER DAY

WEDNESDAY, OCT. 3

President Harper Sibley, Presiding

LUNCHEON 12:00 M.
Rush Rhees, President, University of Rochester
Brigadier-General Charles H. Sherrill, the Adjutant-General of the State of New York

DINNER 6:30 P. M.
Invocation—Rev. J. Francis O’Hern, Rector of St. Patrick’s Cathedral
Theodore N. Vail, President, American Telephone and Telegraph Company
Professor William R. McElroy, Director of Education, National Security League
John H. Finley, President, University of the State of New York
A community consists of the sum of its component parts. We think that in this city these various parts are mostly good. There may be some evil, but we think that most of the constituent parts of our city are good. We hope very much that the Rochester Chamber of Commerce is one of those good parts. We know that we are working earnestly for the welfare of the city and in accord with our splendid city government. Some of the officials of that city government are our guests to-day, for to-day is Rochester Day, the day we celebrate because we are a part primarily of Rochester. One of these constituent parts that we know is good without any question is the University of Rochester. Business men sometimes have little time to give very much consideration to the higher things to which they would like to turn their minds—philosophy, history, ethics, things outside of the strict routine of their business. But I know that we are proud that in a city of this kind we have a university where there are a group of men who can give time to think of those things, and who can spread those thoughts through our community. Particularly are we proud of the President of our University, a man I am about to introduce to you, President Rush Rhees.

Rush Rhees, Address

I am very proud of the privilege which has been extended to me by the committee in charge of these celebrations of speaking for Rochester and Rochester citizens in connection with the entry of the Chamber of Commerce into its magnificent new home. I am charged with a very large task. To speak in some wise as a representative of the city in its official capacity, in its educational interests, in its re-
religious interests, as those things come into relations with the Chamber of Commerce. I think, if we cast our minds back over a dozen years, we will find that memory brings back a picture, which will cause a little surprise, not simply in the contrast with the things that we see here and now, but a little surprise to be brought into connection with the subject that has been assigned to me.

For the Chamber of Commerce of those days, as I had occasion to observe it, had not a very intimate or significant relation to the official life of the city, to the educational life of the city, to the religious life of the city. It seemed to me—I must confess I knew it as an outsider, very frequently the object of its courteous attention; but, so far as its work was concerned, I was an outsider—it seemed to me an organization strictly dedicated to the consideration of what was supposed to be the interests of business men of Rochester. It seemed to me, again as an outsider, that the full effectiveness of its activity as an organization, purposed to study the interests of business men, was somewhat interfered with by the fact that the business interests of its own constituents were not always in harmony, and there appeared to be occasionally a little fear lest, if the interests of one of the groups of the constituent members were to be pushed by the organization, the toes of some of the other members might be uncomfortably trod upon, with a consequent result of a considerable degree of inactivity on the part of the organization.

A CHANGED CHAMBER

I may not have done justice to what was done in those early days. If so, I must ask you to forgive me, as one who was ignorant of the quality of work done by the institution. But I have spoken of these things because they lie in my mind as memory, and because they offer a very interesting background for the things that we see to-day, for the change that came over the life and activities of this institution of which this day is the culmination. The change came some ten years ago, or thereabouts, when the administration of this Chamber of Commerce under the leadership of one of its officials adopted a slogan that seemed a little bit ambitious, “Do it for Rochester”; and that slogan had a psychological effect of great power, and, if I mistake not, it indicated the source of the change which has come over the life of this Chamber, and consequent changes in a large measure came over the life of the community. Because the organization of men of business in Rochester, for the cultivation of their business interests, had their attention turned outside.
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They were asked to consider: “What does Rochester want? What does this city need? What does the industry of the community as a whole desire? How can we best serve the community?” And they made a complete right about face from the attitude, which I had possibly mistakenly recognized in the earlier life of the Chamber. Their thought was turned away from the immediate, narrow consideration of business interests to the broader, more fundamental and generous consideration of the public good, with the conviction, not that this was an altruistic obligation or that they were abandoning their business concerns, but with the conviction that if the public good could be secured, it would in the most certain way contribute to the advancement of the particular and individualistic interest with which the individual members of the Chamber were charged.

Now, think for a moment of how that thought that the community is first has been working out in our city in the activities of this Chamber. There are three forms of community life, which, as I said at the beginning, I have been charged to represent: Our official life, which I can represent simply as a citizen highly regardful of the way in which our municipal affairs have been conducted—our educational and our religious life, for with these in various ways the Chamber has come intimately into contact. We must not think of the official life of the chamber, but its relation to the city government: its intimate relations with the State government, particularly legislative and executive, and also with the national government, when matters of legislation or public policy arrive, which occur to the minds of the leaders of the Chamber as having a bearing upon the good of the community.

The Good of the Community

Now, we might say: Why does the Chamber concern itself in such matters with the consideration of the good of the community? I intimated in just a word a moment ago why I desired now to call attention to the fact that, while from time to time as a matter of course, as things are at present, the business men of the country make representations to the government of the city or the state or the nation, which representations seem when you look at them to reflect more closely the narrower interests of the local industry or business. Yet, increasingly in these ten years, I have observed a tendency on the part of the members of this Chamber to memorialize their officials in the city and in the state and in the nation on questions that concern the public good primarily and almost exclusively.
Questions of national legislation, questions of national foreign policy, questions of state legislation and of state policy, of city policy, of the policy of the departments of the city government as they affect the public good. These questions have concerned the members of this Chamber in a spirit which I believe to be thoroughly public and not individualistic; and more and more the leaven of that old slogan, which for years was the mark of our membership, “Do it for Rochester,” has been working in the life of our community through the activity of this Chamber, working to produce a result of the highest and most important spiritual significance: namely, that we are coming more and more to think in terms of the members of a community, less and less in terms of the administrator of this, that, or the other form of business.

When you turn to the consideration of the educational life of the city, the Chamber again has been showing an interest of a very unique sort. It is not simply that all the citizens, and particularly all the business men of the city, are concerned in the kind of education which is given in our schools, public and private. It is not simply that as men of business you are concerned that the students who come to you from the schools shall be able to do the kind of thing you want them to do. That is a matter of great importance. But the Chamber has not undertaken, and I speak from knowledge, from experience gained in service on your Committee on Education, the Chamber has not undertaken to go to the public or private schools and dictate the kind of education which should be given, but the Chamber has performed a much larger and broader service through its Committee on Industrial and Commercial Education. It has indicated in the first place that, large as its public interest is in all questions of education, it regards itself for the time as competent to interest itself particularly only in that form of education which comes immediately into contact with the conduct of its own business. It therefore inquires concerning what is the best form of education for those boys and girls in the community who are destined to go early into industrial or commercial life.

Now in making this inquiry the Committee of the Chamber did not content itself with a superficial survey of what the rest of the world has done, and inquire as to what educational experts here and there were saying; to inform itself concerning those things, but it sat down with full business efficiency and acumen in our own town and proceeded to investigate the conditions here; the conditions with reference to the early life of the school children, the conditions with
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reference to the kind of training the youth have who come into industry on the one hand, or offices of commercial life on the other hand. The adequacy of their training for the work which they were destined to do was investigated by this Committee; and, finding the shortcomings, the members of this Committee made inquiry as to how the experience of other communities, the suggestions of experts here and elsewhere, might possibly suggest ways by which these conditions could be improved; and the Committee brought back reports to the Chamber with recommendations for the doing of certain things for the particular group of students under consideration, those who left early being provided with a different course of study from those who expected to continue their school life up into the higher branches of education.

Chamber Which Seeks To Serve

Of course it is out of place to indicate in detail what those recommendations were, but the thing I want to call to your attention is this: There is some suspicion in the mind of a good many citizens, with reference to an educational propaganda entertained by leaders of industry, that the definition may be suggested by the desire to exploit our youth for the benefit of industry. I testify to you as a member of the committees having these matters under consideration, that I cannot imagine a group of men approaching the study of a subject with more distinctly human concern than that Committee. The question uppermost in the minds of those men was not, “How can these youths be most useful to our industry?” but, “How can we make these youths most competent to get the best out of their lives?” The idea in the minds of these business men was, that the men interested in the advancement of their business will get more for their own enterprise if the human material coming into relations with them is worth more, humanly. So, the recommendations recommended and passed to the school authorities, and adopted largely, were determined by the consideration of “How can Rochester best serve the human element in its youth, and enable these youths to take the steps in their own industrial life, which will best open for them the doors of progress into the largest accomplishment of which they are capable?” And this, I believe, is typical and significant of the new attitude of the Chamber. “Do it for the community,” in the consciousness that so those interests to which we are dedicated, which are in our hands, with which we are entrusted, will most surely profit. It is not a chimerical altruism which moves you. It is rather a broad
vision, a broad vision the significance of which I may have something to say about in a minute.

There is an ethical horizon, which draws a hard line marked by a thick veil between the regard for others and intelligent self-interest in practical life. Whether that life be commercial or political or religious, that line does not exist, that veil cannot suspend, there can be no self-interest intelligently pursued that is not based upon a broad and deep laid foundation of public good, and that is the kind of public spirit which this Chamber has been exhibiting in my observation of its works for the past ten years.

THE CHAMBER AND THE CLERGY

But there is another interest that I am asked to speak of, with which the Chamber has come into intimate relations these recent years, and that is the ministers, lay and clerical, of the various religious organizations in the city. We find in the Chamber clergymen, secretaries, and other officers of undenominational religious organizations, sitting with other members in consideration of questions for the public good. Now, this means one of two things: either this association of religious agencies with the Chamber, either the seeking by the Chamber for association with the religious forces of the city, is an accident or an affection on the one hand, or it means that this essentially spiritual vision which is involved in the notion that the business of a commercial organization is to work for the good of the community, is fundamental in the undertakings of such a project as this. If that is fundamental, the far reaching influence of it is something we can contemplate with the utmost satisfaction, and with a good deal of interest and curiosity. For your association of yourself in the work to which you have dedicated your energies, with the representatives of the religious forces of the city, means that you representatives of business, you men eagerly seeking for material prosperity, you who are dedicating all of your energies to the most effective exploiting of the physical resources of nature, in order that there may come greater gain to those who will work with earnestness—it means that you in your inner heart, at the foundations of your undertakings recognize that "The life is more than the meat"—that you recognize that man is chiefly a spirit, and that there is the profoundest and most blasphemous indignity to the supreme ultimate realities when man is by any mistake, any shortsightedness, any unbrotherliness, any sinister heartlessness, regarded as the tool of his fellow men, a subject for exploitation by the superior force either of
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mind or of means or of circumstance. But this merely means, if you are representative of commerce and of commercial development as it is going on in our world, that commerce is going to be actually and conscientiously a supreme agency of civilization.

The study of history in recent years has undergone a very interesting change. I remember a quarter of a century ago, when I used to be a student, one of my tasks was to acquaint myself with the conditions of Asia Minor in days which are now regarded by most of us as pre-historic, and I found myself filled with surprise when I discovered the key to the understanding of the historical geography of that quarter of the world was the trade routes of various stages of human civilization. Those routes have been traced by earnest students of geography, and you can find entirely different systems of them. One, centered in the heart of what is now Armenia, indicated the existence of a kingdom now utterly gone, and all the life of the commerce of the ancient world centered in that old political metropolis. A later system showed the tendency of all the roads toward the coast, the sea-coast of Asia Minor, when trade began to flow toward Rome. And so age after age, as imperial conditions changed, the change was indicated by the change in the movement of commerce. Now, we have learned in our study of history to recognize that the movement of commerce is not a corollary or incident of the changing governmental and imperial organizations, but that it is rather a cause, a symptom of the life of the people. History does not to-day interest itself so much in dynasties, in kings, in wars, in conquests, in dominions, as it does in the life of the people, in their thoughts, their aspirations, and particularly in their commercial activities. It would be very interesting, if time permitted, to consider how trade affected the organization of the ancient world, what trade had to do with the breaking up of mediaeval feudalism, in other words, what trade has had to do with the making of modern civilization. But I am trespassing on your time, and further consideration of this interesting subject would still further trespass.

For High Ideas

I want time to say one word. Your own slogan tells you that civilization is not superior organization, either for political control or for business control. It is not magnificent technical mastery over the forces and secrets of nature, it is not superior intellectual power. I say it is not these things, because we see to-day these things prostituted by the agents of a force which dares insolently to claim them

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as its own in order that it may assert unblushingly its repudiation of moral obligation, of national integrity, of human rights, and international honor. No, civilization is not those things, nor any of the accidents or incidents that lie with them. Civilization is the mark of the extent to which the spirit in man has dominion over self individually and socially; and when you say, “Do it for Rochester,” you are not using the powers, which lodge within your minds or in your hands for the exploitation of your fellows or of nature’s resources, for your good; you are asserting that brotherhood, that righteousness, aspiration for a better world, are the things that count for most in commercial organization. Therefore, I believe that this magnificent home, which you enter upon to-day, is worthy of you, and you worthy of it as you will stand henceforth, let me say, for the things for which that flag has come to stand through all the crises of our nation’s history; namely, for government’s finding “its just powers from the consent of the governed,” a spiritual conception; for nationality strong in its subjection to law; Mr. Ambassador, as was asserted in the constitution of 1787; for national integrity, defended against denial from without, as in 1812, and assault from within, as in 1861; for national brotherhood, illustrated in Cuba and in China; and for international honor governed by no other rule than the rule that governs gentlemen, that nations may not lie, and that nations may be expected, like men, to do to their neighbors what they would like to have done to themselves.
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BRIGADIER-GENERAL CHARLES H. SHERRILL
ADJUTANT-GENERAL OF THE STATE OF NEW YORK—FORMER UNITED STATES MINISTER TO ARGENTINA

PRESIDENT HARPER SHIBLEY, Introductory

In this war, there are two great forces, the forces of the soldiers in the field, and the forces of the men at home working in the great factories where the munitions are made. New York state has given men freely for these forces in the field, and New York state is a veritable armory where the sinews of war are being manufactured. These plants must be protected from attack so that these sinews of war may continue to be manufactured or the men at the front are absolutely helpless.

When our National Guard was withdrawn from the State of New York, the problem of protection of these plants became a vital one. We cannot have burnings and conflagrations in these plants where our shells and guns are being made. We cannot have explosions or fires on the docks in New York city, where these things are being loaded to go to the front. And, therefore, it is with a feeling of satisfaction that we find as our adjutant in charge of our fighting forces in this State, Brigadier-General Charles H. Sherrill, the Adjutant-General of the State of New York.

ADJUTANT-GENERAL CHARLES H. SHERRILL, Address

I have been sent here to gain your confidence and your cooperation in the great task which your Chairman has just outlined, of safeguarding what is valuable to safeguard in this State. We have a slogan for this purpose, which I have put forth, which is: "New York business safeguarded by New York business men." We have a big problem, and we have to have the advice and co-operation of such men as you. The Governor especially charged me to tell you in

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a few words what is being done. In the first place the head of the Administration is a man whose sole aim and object is, so far as I see, by close study in the last month, to make himself a worthy successor of New York's best war governors. His study is full of the histories of war governors and accounts of affairs in this State in times of peril, and he is consumed with that desire. He has put me into an office having a large patronage, and there has been no suggestion concerning any of that patronage from him, and he assures me there will not be. What he wants is the best results.

Perhaps my quickest way to the confidence of some of the older members here would be to say that my great-uncle was Dr. Shaw, who for 44 years was pastor of the Brick Church of this city. He was one of my early admirations, and I still remember, when I was a boy, of being at my grandfather's house at the time of his death, and of hearing my grandfather say, upon returning from the funeral: "The services were conducted by the clergy of all denominations."

Now, I wanted, like every other man, to go to France, and I tried since the 6th of February by every kind of means to get there. Unfortunately, I find myself in this position in Albany, instead. I declined it three times, but was finally prevailed upon to take it. So here I am, and I will tell you what I want to do about it. You don't realize that the adjutant-general of this State is in command of troops occupying some 80 armories valued at $25,000,000, with an annual expenditure of $800,000. There is a vast difference between the National Guard of the old days and of the new. To-day the annual expenditure for the National Guard is $900,000. That is a big business enterprise.

A CHAMBER OF COMMERCE BY-PRODUCT

The first thing I want to say is that the reason why I am where I am is that I am a by-product of Chambers of Commerce. Some years back I was United States Minister to Argentina, and when I returned the State Department sent me to talk to Chambers of Commerce. I spoke 217 times but what little I had to say to them was nothing in comparison with what they taught me. I wanted as adjutant-general to get hold of this great, organized, non-partisan force, constituting the best business elements of every community. The first thing I did was to put into the office of the Adjutant-General a division of Chambers of Commerce, and I tried to get the best man in the State to come and take charge of it, and I had to make use of the draft law before I got him. E. G. Miller, of Rochester. [Applause.] He tells
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me that he is only an ordinary Rochester citizen. If that is true, I want you all in the Adjutant-General's office next week. Mr. Miner's task will be to come to Albany every week and get the co-operation of you gentlemen.

In New York City there is a State Arsenal, valued at $266,000, which is nothing but a military warehouse. That arsenal should be run on a business principle. We have appointed a committee of 70 business men in New York, who will report recommendations as to how the warehouse ought to be run; how many employees are needed, what are necessary expenses, etc. I am going to follow those recommendations. Some people will lose jobs, but I can't help that. I want to get for officers in this State the type of men we deserve. I succeeded in securing last week the splendid co-operation of Lewis Babcock, of Buffalo, as Brigadier-General of the Second Brigade. We must recognize that many of the forces of the State have been sent outside its boundaries. The first task was to get ten thousand men under arms as the Constitution requires. The Governor said that he wanted to get them before Christmas. We got them night before last. [Applause.] We opened the door under General Order 40 to the Home Defense men to come into the Guard. This morning a group of five gentlemen of your Home Contingent came to me and said they wished to come into the New York Guard with no reservations, all officers coming in as privates. With tears in my voice, but with a smile on my face, I accepted their proffer of service. That is not the attitude of the entire State of New York.

Rochester Office Praised

You sent down to the Aqueduct a very excellent force of men under the command of a man who had not been tried out. He did admirably in the re-organization of the forces of this State. We shall detach from Brooklyn all of the cavalry troops of the upper part of the State, B Squadron running from Buffalo to Albany; that will be B Squadron, forming a part of the Second Brigade. To have the headquarters of this Squadron in Rochester is my desire, and I have carefully studied the records of all of the cavalry officers of the upper part of the State, and I want to tell you, in order to give you my idea of an officer, that I have offered the command of that Squadron with the position of major to Mr. W. C. Barry of this city. Mr. Barry can not accept this very important post, except at a great sacrifice; I knew that when I asked him, and I asked him on account of that. Because we don't want men in this State in war time, who are not the kind to make sacrifices.
I shall make enemies during my incumbency of this office. One officer was relieved from duty last week, because, while it was supposed he was drawing one salary of $1,500, it was found that he was drawing three salaries totaling $11,500. That kind of man is going to be relieved from office no matter how many enemies I make. The only way we can get confidence in our branch of the service is by making use of men like Captain Barry. This is war time. All the effects of it are beginning to be felt here. A man came to me the other day with the news of the killing of a son, and he said, "He went to his God on duty and Eyes Front."

There will be more than that. Sacrifices must be made, and made generously. We cannot guard this State of New York with 10,000 armed men, except with business men like you to help us, and the first thing Mr. Miner is going to do is to ask every Chamber of every city in which there is an Armory situated, how that armory can be used best at the lowest cost. We are going at these things with the best non-partisan business brains. I don't want any gentleman to belittle this task. Every State in this Union has a State problem, and we also have a national problem. I don't have to tell you how many supplies go to our troops through New York. The interruption of that stream of supplies would be more advantageous to the enemy than the destruction of warehouses. We have to guard this. It is not glorious duty; it is the home drudgery of war, but for the good of the United States, and the supplies of our troops and our Allies it must be done.

The Old and New Guard

Now, there is a part of the work in Albany, which is very onerous and very hard. That is to say, the Adjutant-General of this State, like every other State, has to conduct a draft under the operation of the selective draft law. It is a fearful job. I want to say to you that one of the first things was the usual, ordinary preparations against trouble, which history shows we must expect. But it is with the utmost pride as that I tell you something else was going on, and that was the patriotism of the State of New York. When I tell you, it will be difficult to believe, that in New York City we have had but 140 unexplained absences from the trains, instead of having to drag men there, as we feared we might in many instances. Up state there have been less than 20 unexplained absences from the train.

I leave it to you, if there are not over that number miss their trains in the New York Central station in New York City every day. It is a marvelous record, and I attribute it to the patriotism of the
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New Yorker. If there is any proof needed that it is not the draft law, but business like method, there is the proof. I think the feeling of the State of New York can be told in a brief story, reported officially from one of the New York river Local Boards. They said that a big back negro came up there, passed the physical examination very readily, and they said, "Do you claim exemption?" "Exemption, exemption," was his answer; "Exemption for me! The next stop for this nigger am Berlin." [Laughter.]

Now, just a word about the old National Guard which has many friends, and deservedly, and the new Guard. So jealous is the Governor of the old Guard of its friends that we have selected for Brigadier-Generals of Registry of the State two old Guard officers. All new officers recommended to me are by these men. When the British troops go to the French trenches they leave behind them in St. Paul's Cathedral their battle-flags for safety at home with the people. So we feel that when a regiment from New York City or a battalion from Rochester goes to the front it leaves behind in your armories its spiritual battle-flags to that extent, that it is your business to preserve the traditions of this battalion; that while the 69th Regiment of New York are in service the traditions of that regiment shall be kept burning upon the hearthstone of the old 69th, so that when its members return they shall find those traditions as fresh as they ever were before, and a place where they can bring back the laurels they are going to win on the other side. So much for the National Guard.

Home Defense Corps

Now for the Home Defense Corps. There was organized in this State about 15 months since a body of men into, what we call, the Home Defense Corps. This body of men is a home defense reserve and will be continued. It is very much required as an auxiliary local police force. It is not to be called outside of its own neighborhood except in some such stress as the invasion of territory. It will be permitted to drill in armories, but only as a privilege, for the club privileges of these armories will be reserved for the men of the Guard, who take up the serious duties of the Guard. We welcome to the New York Guard such men as those who came to see me this morning, who want to come into the more real soldierly duties of the Guard. The real reason we gave this people an opportunity to come in was twofold: First, because it was deserved; Second, that I was unwilling personally to take the responsibility of putting fifteen thousand rifles into the hands of earnest volunteers.
who had no military training of any kind. By this method which we have hit upon the New York Guard will be trained in all of the company training before they get the arms, and I think you will agree with me that they will make excellent material for the New York Guard, and they deserve your confidence.

Now, a closing statement—an appreciation, if you please, of the altogether admirable remarks of the distinguished President of the University of Rochester. We as men are going to do everything we can to help the man on the other side in every way possible. But we must not let go of the greatest force, military force in this universe, a military force which was recognized and utilized by Cromwell’s Roundheads and by our ancestors in this country. Don’t forget that we must keep alive in our people the spirit which caused a large group of hastily armed farmers just before daybreak in the City of Cambridge, before they went up to fight the battle of Bunker Hill, to fall down on their knees and pray to their God. You have a large hydro-electric plant in this city. No man is fool enough to use the connection with that plant only Sundays. The great Power of this universe, the great powerhouse above must be connected up with the American people Sundays and week days. There will be only one result possible of continued contact with that power house, and that will be “Victory.”
DINNER

REV. J. FRANCIS O’HERN
RECTOR OF ST. PATRICK’S CATHEDRAL

INVOCATION

COME, Holy Ghost, fill the hearts of the faithful and enkindle in them the fire of Thy divine love.
Send forth Thy spirit and they shall be created.
And thou shalt renew the face of the earth.
Let us pray.
O God, who by the light of the Holy Ghost didst instruct the hearts of the faithful, grant us through the same Holy Spirit a love and relish of what is right and just, in the constant enjoyment of His comforts, through Christ our Lord.

O Almighty and Eternal God, look down graciously to-night upon this splendid gathering of the citizens of Rochester in their new and beautiful temple which is being dedicated to the high purposes of civic and commercial life. Bless all who have assembled here to take part in commemorating a great event which marks a milestone in the life of our city. Enlighten our minds to a better knowledge of the right and strengthen our wills to do it, so that, always serving and rendering thanks to Thee for the many blessings which come daily from Thy gracious hands, we may be worthy citizens of this great commonwealth and happy in Thy constant love and protection, through Jesus Christ, our Lord. Amen.
OFFICIAL OPENING OF ROCHESTER

ROBERT MCNUTT MCEROY
DIRECTOR OF EDUCATION, NATIONAL SECURITY LEAGUE

PRESIDENT HARPER SIBLEY, Introductory

BEFORE we begin our regular program I have three notices: The first is, that we are very glad to see many of you are using our song books but we would very much like you to leave them so they can be used again. The second one is, to call your attention to the fact of the simplicity of our meals during these entertainments that have been arranged by your officers in order that we may, more as it were, conform with the rules and regulations of our great recently appointed Fish Commissioner, Mr. Herbert Hoover.

[Applause.] The third notice is one of regret: I have received a telegram which reads:

"Ambassador Bakhmejeff and I express deep regret that we cannot meet with you for your reception. Official duties make it absolutely impossible." - J. J. Saxon

"First Secretary Russian Embassy."

As most of you surely know, to-day is Rochester Day. This was the day that we particularly set apart to emphasize the Chambers of Commerce; to-morrow we emphasize the Government. To-day is Rochester Day. To-day we are honored by having here as our guests a very considerable number of the members of the City and County Administrations, and, also, a number of our representatives who are at Albany. These are men that we are very anxious shall know us better and that we shall know better; they are the men selected out of this community for their fitness and they are men who have gone into the service of the Government. They are in the dual capacity, as it were, both as our representatives and our rulers. The best way in which we can make their work easy and make their work fruitful is by coming to know them better, and we are particularly glad, therefore, that they are here to-night as our guests. [Applause.]

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There is another group who are here as our guests, also, and our friends; they are men who speak for us more eloquently than we are able to speak for ourselves, and I take great pleasure in welcoming here the men who represent the press.

Knowledge is the basis of power, as I tried to say last night. The will to do can only come from a knowledge of the thing to be done. We have in this country while we are at war great things to do; we need above everything else knowledge, and still more knowledge.

One of the gentlemen who is here to-night is a representative of the National Security league, a great organization covering our whole country whose one object in existence is to spread knowledge, is to spread information, that our people may know the causes for which this country has gone to war, so that we may know further the great difficulties and the great problems which this country must overcome, and it is with peculiar pleasure that I introduce to you Professor Robert McNutt McElroy, of the National Security league. [Applause.]

PROFESSOR ROBERT MCNUTT MCELROY, Address

I am beginning to feel that I have the habit of speaking in Rochester. It is only about ten days since I spoke to 4,000 people here in the memory of that leading Sun, thoughts of whom are always in our minds.

When I think of the problems, however, which confront the organization of which I am the representative in conducting this campaign of education, I feel an extraordinary humility. I am not given to much humility, being of Irish descent, but to attempt to run a campaign of education in 48 states at the same time is enough to reduce anybody to humility.

Humility on the subject of knowledge was presented to me in a very different way one time. My little girl came into the room where I was working, and I said, “What are you going to be when you grow up?” She said, “I think I shall be a professor for I can read books and write. I would like to be a carpenter but I am not intelligent enough.” And when I think of the problem of trying to open the eyes of this great people to the meaning of this war, I realize I am not intelligent enough, and I realize that no one else is intelligent enough but someone who is wiser than Napoleon is in the old world. The people of America can arouse the people of America and no one else can do it.
The draft does not mean that certain men are delegated to go into the trenches and the rest of the world are to stay at home and violate the rules of draft laid down by Mr. Hoover. The selective draft means that some men are bound to do military duty and that everyone else is to stay at home and to put behind those men all the force, energy and financial power that can be got out of a great nation; we have not got it yet, but it must come.

I realize that I am speaking very largely to a body of business men. The inspiring thing about business is seeing things in the large. Business men may see things in the small and yet may be able to make a living; but it takes a large vision of life to make a life.

We live in a small house but our windows look out on a very large world. Men and women of the world to-day are beginning to realize that however small their own section may be the demands of the time are for a world vision. The clock of time can never be set backward; revolutions never go backward but always forward. We can never return to the time when we are able as intelligent men to think provincially. We have begun to think in the terms of empires and nations and to dream the dream of a law that is higher than nationality and higher than any constitution, and we can never go back. We live in very small houses but our windows open on a very large world and it is increasing in size.

The size of a man is determined not by how much he sees in himself but by how much he is able to see outside of himself. No man who sees business merely as a means of stacking up more dollars in that very small house where he dwells can be in any sense a big business man. A big business man is a man who sees in business a combination of forces which are to be harnessed for the benefit not of himself but of mankind. We are beginning to think in terms of units which are larger than the individual and the man who thinks in terms of himself and merely of his own interests is not a big business man even though his coffers be filled with gold. This is the day of the large-gauged man. The mighty forces of this world are sitting,
sifting and sifting, and as that process goes on it is inevitable that the advantage shall remain with that type and that the small shall sink to the bottom where they belong.

**MILITARY DESPOTISM DOOMED**

War has one virtue, and I do not claim as many virtues for war as Ben Hardy did. War has this virtue, that it tests each one of the popular idols and shows which are stuffed with sawdust and which have real vitality. This day in the world’s history is the day of glory for the big man or it is a day of judgment for the self-seeker and the petty man. The same thing is true in the field of statesmanship. Someone once asked a senator what was the difference between a statesman and a politician. He said, “A statesman is a politician who has been dead forty years.” That is the answer of a cynic, of the man without any vision. There is a real difference between a politician and a statesman, as we know: The politician is the man who takes the short view and the statesman is the man who takes the long view. As the wise old Roman philosopher said: “What is good for the hive is good for the bee and nothing else.” That sentiment is being re Echoed in the principles of modern politics in the declaration, “What is good for the nations of the world is good for the nation and nothing else.”

This is the point where we part company with our friends, the Germans, and with any other nation that ventures to approach the affairs of international relations in the spirit of reverence, in the spirit of belief in the divine right of force. The German ideal of government is fundamentally at variance with this principle. Therefore, I feel confident that the German nation as a military despotism is doomed. Germany very frankly is fighting for herself; she has got no vision higher than her own interest, and every stroke of the battle axe loses another virtue of the German people. Anyone who thinks that Germany is not fighting for herself let him read the words of the Kaiser himself, “A dream of a greater Germany which some day may dominate all the world is what we are fighting for.” That was the Kaiser’s proclamation in 1915. That is the voice of the man who seeks to be the representative of God on earth. I remember that the Prime Minister of Japan, Prince Okuma, about six months ago in conversation with me said, “The God that made the German Kaiser and crowned him must be the devil.”

The United States, I say with confidence, is engaged to-day in an unselfish war and that is why the strain which is already be-
ginning has the effect of purging and lighting up the souls of those men who are engaged on this side of the war. It is not the war that illuminates. It is the ideals that animate those men, glad of the chance to prepare and fight not for their own interests but for the rights of mankind.

The causes of every war, of a great war, are always complex, but almost always in the history of the world great wars have come ultimately to be fought out on a basis of one definite principle. The Civil War was complex in its origin, but before it had proceeded far, men got a vision of the one controlling force, and that was the end of the conception of slavery which made it impossible that this nation could endure, as Lincoln said, half slave and half free. Three years of war have cleared the vision of the world and we stand to-day, in the words of the President, “That we are fighting for the rights of men everywhere to choose their own ways of life and of happiness.” We are fighting for the greatest ideal that the Teutonic mind ever contributed to the history of nations; we are fighting that Prussia shall not be allowed to murder. The ideal of representative government, that the world shall be saved for nationality under peaceful conditions; the only political ideal that holds anything in store for any nation, and those of you who do not realize the meaning of free institutions with which our ancestors have blessed us, should go as I have done for the last year, wandering about the great continent of Asia, watching the Chinese people dream their dreams of consolidated representative government, dreaming of the day when they will be able to work out for themselves the kind of institutions which we inherit with no labor from ourselves, but which we can no longer preserve without a victory and vital conflict.

War Against Prussianism

Fundamentally, as I believe, this war is a war of the preservation of the Teutonic ideal of government against a Prussianized Germany. That is, if we may follow the long line of philosophers who, after careful investigation and before the mind had been prejudiced by a world war, declared that great idea of government was born in the forest Germans with all the brutal conditions of war on every side making decision and sudden action necessary. And in Germany, the birthplace of representative government, militarism took the place of representative government and in a short time the ideal which had been born in Germany had been completely killed in Germany by the domination of military efficiency; absolutism had taken
the place which had been apparently designed by nature for free institutions, and government and the spirit of absolutism again ruled on the continent of Europe.

In the meantime, certain Teutonic tribes had migrated to the British Isles, taking this primitive idea of government with them. These men had not been touched by the institutions of Rome. From 449 down to 597, at the return of Saint Augustine and his monks, the idea of representative government grew and prospered in England as it never had been allowed to grow in the place of its birth, and during all these years not one single element, not pure Teutonic in its character, was attempted on the British Isles. Princes themselves were exterminated, and the Saxons became the sole masters of the British Isles. Isolation protected them from the influence and pressure of military autocracy which was the death of representative government on the continent. Therefore, England developed the idea of representative government further than on the continent. County meetings began to develop where there sat representatives of the people of England, speaking and voting for their principles.

This representative ideal flourished in England as it never did on the continent and against it absolutism tried in vain. King after king rose in England infatuated with the German idea of absolute sovereignty, with the idea of a return to the sovereignty of Ancient Rome. One after another they were beaten by dint of persistent determination on the part of the descendants of those Teutonic tribes who had come to this isolated place. King John tried to destroy it and he was compelled to depose. Henry the Third tried it and he was confronted by the iron figure of DeMonte, who captured the King and his son. Then was that assemblage called which gave nationality in England of the representative idea of the history of the world. In 1265 Thomas DeMontfort called the first British Parliament and the idea of government by the people became national in England. Against this idea, the Stuarts and others struggled in vain. He had given to England an ideal of government which could not be moved.

King George the Third

Then in 1765 there came to the throne of England an energetic young German monarch by the name of George the Third who had been brought up by his Hanoverian mother with the precept of being king, an absolute irresponsible monarch of the German type, and in his ambition to realize that, George III saw standing in his way the grim figure of William Pitt, the man who had made the British Em-
pire, a man easier to respect than to love, the man of whom even Frederick the Great said, "England has been long in travail, but at last she has brought forth a man." With that figure standing in his way there was no hope he should ever become a monarch in the Germanic sense of the word in England. And George III set himself to the task of ridding himself of the man who had made his Empire. William Pitt demanded the recall of the Spanish Ambassador and William Pitt found himself defeated in his own cabinet and tendered his resignation to the young German monarch. I will read the words he used:

"I consider myself to be called upon to be Prime Minister of England by the voice of the people of England."  

His resignation was accepted with an internal effect, and George III found himself in position where he could really now set himself to be a king in England in the German sense of the word.

But there was an ally at hand for the representative idea. In the days of the Stuart's attempt to crush representative government in England certain hardy men had ceased the struggle and, carrying the representative idea with them, had migrated to the bleak coasts of New England and to the sunny plains of Virginia. We used to learn in the old school books that the Puritans came to this country to worship God as they pleased, but they lived 11 years in Holland and they could worship anything in Holland, because no one is constrained in Holland. We must remember that the Puritans came to this country in order to find a place where they could make other people worship God as they pleased. They were grim, determined men, but they were set on one idea and that was, in the words of Lincoln:

"That representative government, the government of the people, by the people and for the people, should not perish from the earth."

For a century and a half representative government had no more fearful obstacle to its free development than the naked Indian chief.

The Thirteen Colonies

So, after George III began the process of trying to rule without a parliament, which was his real aim, by chance or by intention, who can tell, the struggle was transferred from England to the Coast of America and by that time every one of the Thirteen Colonies had made its vow before God that the territory of the Thirteen Colonies, whatever should happen to the rest of the world, should be kept safe.
for Democracy. They had democracy. Their institutions were the most perfectly developed free institutions that representative government of the world had ever seen.

England all this time had lost her representative government. Free government was dead in England. George III wanted to kill free government in the American colonies, for he realized that if the contention of the colonies were granted he would have to grant representative government to England and his dream of being a monarch in the German sense would vanish forever.

The American Revolution, therefore, when properly understood was in no sense an American war, in no sense a local conflict. It is a misnomer of history, just as the French Revolution was a misnomer in history also. There are great landmarks in this struggle which is now coming on to its climax between reactionary tendencies to despotism and development of the idea of people being governed by their representatives. The victory of the Americans in the American Revolution was not a local victory. That was not a war between America and England. It was a war between the liberal elements in England and America and France against the reactionary elements in those countries, and we must begin teaching our children that the fathers of the American Revolution are not confined to America alone. All the great liberal statesmen in England happily spoke of the American armies in the Revolution as "Our Armies in America." They were supported by the enthusiasm of the people of England. [Applause.] So the fathers of the American Revolution were the liberal elements in America and England and France, and after that victory was won those French soldiers turned their faces back to Sunny France, and the well disposed carried in their minds certain ideas they took from men who were governing by free institutions, and before many years had passed the throne of the Bourbons was rocking in France, and Lafayette sent to Washington one of the gates of the Bastile and he labeled it, "The Spoils of Despotism."

The French Revolution was the working out of the victorious principles of the American Revolution, and in England the success was equally definite. The rise of the younger Pitt, son of the great Chatham, meant the reformation of the British Parliament and restoration of the government in England which had been already under way, with the Reform Bill of 1832, which restored representative government in England, and the laws which followed it are the direct working out of the victory which was won for liberal govern-
ment by those excellent forefathers who were called “The Fathers of the American Revolution.”

FATHERS OF THE REVOLUTION

It is to the fathers of the American Revolution, therefore, that England and France and eventually all the men who are ready to stand and face the cannon in defense of the ideals of liberty for all men—those are the men to whom we owe it that America and England to-day have free institutions. It is not the descendant of George III, it is the sovereign people from ages and ages, and we are here now in the midst of what we hope to be the last great struggle in that most dramatic series of struggles in the history of the world itself, the results of which has been to bear to every Englishman and every American that wherever those two flags have been unfurled the dream of patriotic teaching is devotion to your sovereign, which is the people. There have been many false steps, but popular government has followed the flags of America and England throughout the world as rapidly as the people were ready to accept it.

You may criticise the British intervention in South Africa. But when the Boers were conquered, England gave the Boers the privilege of governing themselves. You may criticise our intervention in Cuba, but, if we wish to find out, as soon as they were ready to meet conditions immediately the American flag was drawn down by this country, and that is accompanied by the beautiful tribute by which young Cuba passed over to her mother all vessels taken from the ruthless Germans at her declaration of war.

The representative idea of government is safe wherever the British or the American flag is unfurled. In the Strait Settlements, India, Egypt, the time has not arrived and unless free institutions are to be betrayed in the house of their friends, when the time arrives that they are able to govern themselves, the British flag will come down and there will develop a self-governing community like the great Dominion of Canada whose broad self-government to-day, although part of the British Empire, is equal to the United States herself.

PRUSIA A KRIESTART

During all those years in which this idea was coming to perfection the Prussians have never once been touched by the idea of representative government. This immense race has cherished only absolutist ideals of government. In the history of Prussia we miss all of those thrilling instances which give vitality to the history of the
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United States and England in their struggle for liberty. No great men in their history! Prussia from the beginning has been a Kriegsstadt and she has gloried in that fact. All the Prussian history from the beginning—I almost said to the end—has been a military history, and slowly, but with a terrible certainty, this terrible machine of absolutism has enforced the power of the Prussian war lord on the people, whose inheritance entitled them to a freer form of representative government, until to-day, as Germany is beginning to realize, has become an expanded Prussia. Absolutism is entirely of the German empire. About it Sarolea, writing two years before the beginning of this war, said: "To-day the Germans are governed from Berlin more completely than the French were governed from Paris before the French Revolution. Prussia has the financial control of the German Empire and it is to maintain that that the Germans of to-day are giving their lives. Prussian philosophy is the philosophy of hate. Prussian learning has taught all her people to distrust their neighbors."

[Professor McElroy then read numerous quotations from different German writers and statesmen, and continued:]

The only reply which we can make to this is, that we must make you less than 87 millions and then by your own logic you will be wrong. That task, however, is a task for a united nation, or a nation that acts in the spirit of an expression which was used by the late president of the Chinese Republic when he said:

"When a man's nation is at war he shall sleep on skulls and drink gall in order to understand its serious position."

That is a lesson from the Orient which America can well take to her.

Our mission in life, the one thing needful for this nation until it is accomplished, is to prove that this ancient of doctrines of fraud, in spite of its power and its pernicious ruthlessness, is not going to be able to dominate the world. Germany started this war with the deliberate intention of ruling the world and while we slept the sleep of the neutral she almost accomplished it. Germany started this war with 68,000,000 people organized for conquest as no other people were organized. To-day she controls perhaps 178,000,000. Give her 25 years of peace in which to organize that body of people and the world will be lost to Prussianism by default. For that reason, I say there was a time when a man might be both a patriot and a pacifist, just as there was a time when a man may be a patriot and a fool. No man to-day can be a patriot and a pacifist because a pacifist to-day is a man who pleads with his fellow citizens to hand over the
power of the earth to a ruthless power, the most ruthless power that God ever made, to infest the peace of the earth.

**BE WITH US OR AGAINST US**

Senator LaFollette said recently after opposing his own government in the face of war, “I hope to serve the American people yet 20 or 30 years.” I can tell you how he can serve the American people; let him resign the high office that he has disgraced. [Applause.] 

No man has any choice except one of two things. If you are with us, stand by your own government. If you are against us, in God’s name stand aside, or the time will come when you will face a firing squad which will let the light of heaven into your darkened soul. [Applause.]
NOT many years ago, in days that some of you at least can remember, when a man desired to speak to a man who was beyond the reach of his voice there was but one method, the method of personal messenger. And then came the telegraph, invented by Samuel Morse, ably assisted by Alfred Vail, and believed in by a group of men in this, our own city, and here organized into the Western Union Telegraph company of Rochester, gradually growing until it has become so big that it must needs go to the greatest city in this country for its home. Such has been the history of the Western Union Telegraph company, which has now become the great public service corporation that it is.

In every generation there are a few men that stand out as great leaders. Prophets they are to their brother men. Such a one as this is a gentleman who is here, a gentleman who served as one of the most distinguished of the presidents of the Western Union Telegraph company, and is now serving as President of the Bell Telephone company. It gives me great pleasure to introduce to you Theodore N. Vail.

THEODORE N. VAIL, Address

“Commerce carries civilization around the world,” is the inscription on your hall. To this might be added—“Commerce is carried around the world by Intercommunication and Transportation.” Without these facilities “trading,” which is primitive commerce, would have been confined to man’s area of physical activity which, unsupplemented, is very limited.
The inscription under which your association lives, and the active participation of your early citizens in the organization and extension of the conveyance of intelligence by electricity—the greatest facility for intercommunication the world has ever known—that arterial system of commerce and civilization which establishes immediate personal communication between distant people and makes neighbors of all the people of the world—give to the subject of commerce and intercommunication a peculiar significance as a topic for my remarks this evening.

Most of us know—or think we know—in a general way what commerce is, but few of us appreciate its wonderfully involved and intricate and interdependent structure, its importance and what it means to the world; fewer understand the economic laws which govern commerce.

A very competent authority recently stated that we are a nation of economic illiterates.

When we listen to or read some of the discussions both in and out of Congress on finance, taxation and collateral subjects, and examine some of the proposed legislation, there seems to be a foundation for this statement; and with the greatest respect for those who are actively engaged in commercial and financial affairs, while they have a masterful knowledge of the technique, there is, without doubt, a great lack of understanding and appreciation of the fundamental principles of modern commerce, of its big issues and movements and what they mean; a great lack of understanding the essential factors and indispensable elements in its upbuilding and continuity, and of knowledge and appreciation of the laws that govern it.

We, most of us, are apt to judge entirely by superficial indications. We congratulate ourselves on being the most wonderful, progressive and accomplished people in the world when all goes well; we take alarm at the surface ripples of slight disturbances; we cower and tremble and lose our self-control under the great disturbing and apparently destructive movements caused by the cyclonic storms of panic or loss of confidence. Instead of losing our heads and aiding panics we should face them with understanding, we should regard them as the clearing way of unsettled conditions caused by political or economic unreason. We should apply our energies to the avoidance of disaster and preparation for conditions and readjustments which must follow.

No thorough understanding of anything can be had without a knowledge of its origin, its roots.
Chamber of Commerce Building

We can better understand commerce, what it is and what it means, its relations to and dependence upon intercommunication and transportation, by a brief survey of the evolution of man and social organization from the primitive condition. It goes without saying, whatever is created by man must conform to, or be shaped by, his characteristics.

Man is naturally a family or tribal animal. gregarious, suspicious of the stranger, unventuresome, believing in the supernatural, dreading the unknown, fearing the unfamiliar. The radius of his unsupplemented physical activity or power is very limited; brute strength will not permanently take him far. Whatever man has become, or is, or has accomplished, comes through the development of his mentality or intellectuality, and the use of them in the direction and control of his activities. The result of his activities is in direct relation to that development. His nature is not changed, but his limitations are less noticeable or more concealed. The contraction of the world, as measured by time, and familiarity with the world, brought about by intercourse, apparently increase his radius of activity. Intercourse has made the unknown, known; the unfamiliar, familiar; and has made neighbors, associates and friends of those who without it would be distant, unknown and strangers.

Commerce is based upon the desire to acquire or obtain something we wish or need, or to dispose of something we have or for which we can obtain something to us more desirable. Supply and demand are the controlling factors which govern commerce. Around this has been built up the modern machinery of commercial and industrial development. Venture or speculation is a necessary and inevitable accompaniment of commerce or trading, but when either gets beyond the necessary and becomes controlling instead of subordinate, it is an excrecence, as a rule unhealthy and at times immoral, and oftentimes causes cyclonic disturbance. These are also controlled absolutely by the laws of supply and demand, for when the speculative demand decreases or is crushed beneath the speculative or real offerings, the speculative purchaser comes to grief, as does the speculative seller if the demand continues or increases beyond his limits.

Commerce is the advance agent of civilization. The trading paths of primitive commerce are paths upon which civilization has advanced. In our great country the trapper and hunter first trod the path over which Lewis and Clark later advanced on that mission which made secure the great Northwest as part of our country. The
paths by which Livingstone and Stanley opened to civilization the 
great Dark Continent were broken in advance by the slave trader or 
the ivory hunter. The commerce of the shores of the Old World 
developed the sailing craft which made possible the exploration of 
the vast unknown oceans, and the first hints as to the vast unknown 
Western Continent came from the venturesome traders of the seas. 

Primitive trading probably bears the same relation to the com-
merce of to-day as “swapping” between children of a family or 
neighborhood, or the neighborhood exchange of various supplies 
which takes place at certain seasons.

The primitive man and his family were isolated and self-
dependent. Everything used or consumed was necessarily produced 
or made by the members of the family. Families increased in size; 
the patriarchal group was formed. Intercourse and intercommuni-
cation began between neighboring families or groups. Individual and 
groups of individuals broke away and allied themselves with other 
families and groups. The gaps between different peoples were filled 
or bridged. Intercourse became closer, dependence upon one an-
other increased.

As knowledge of the lands beyond the horizon became more 
general, migration began from lands crowded, exhausted or in other 
ways less desirable, to new lands. As the people spread over the face 
of the earth, larger grouping was brought about and nations were 
created by conquest or because of the security and protection which 
superior or united strength afforded.

In all this evolution, in all this spreading of the people on the 
face of the earth, intercourse, intercommunication, transportation, 
were both the cause and the effect. The extension of trading and 
commerce and the extension of intercourse went hand in hand, and 
as these grew, so grew dependence of individuals, families, tribes 
and nations upon one another.

Direct trading or exchange of articles when trading at a dis-
cance was clumsy, costly, difficult. To overcome this, credit ex-
change and tokens of value of general acceptance were introduced 
to represent the value of the articles traded for. Buyers and sellers, 
collectors and distributors, carriers, and other necessary factors and 
agencies in the conduct of commerce became necessary, and consti-
tuted what may be called the middlemen, the intermediaries of trade 
and commerce.

Few parts of the world were any longer dependent upon local 
production either for necessities or luxuries. The great extension of
the radius and scope of all markets, and the increased and varied supply of all products, caused greatly increased consumption and use. With increased demand trade specialties became a feature, the differentiation in labor increased, and the work of each individual was more and more confined to that which he could do best. Automatic and semi-automatic mechanical production increased the output of labor. The “machine-made” supplanted the “hand-made” and put within the reach of all many things which before, if they could be had at all, were luxuries for the few. As these conditions became established, production and manufacture concentrated at the best situated, most available or particularly favored location.

Through and by these instrumentalities and these facilities, great commercial routes and great commercial and industrial centers were built up, and the great systems of commerce which spread over and bind together the whole world were evolved. Many and romantic were the “rise and decline” of some of the one-time commercial and industrial centers and great routes of trade and commerce.

It is apparent that this development rested upon intercourse, intercommunication and transportation, and could extend no faster than the basis upon which it rested.

As the radius of man’s uncontrolled activity is very limited so was primitive intercommunication limited.

We can trace the development; starting with man toting the pack or carrying the parcel overland, or poling or guiding the rude float along the inland waterways and shores of friendly seas; then the development of the auxiliary sail power and the introduction of the domestic animal, either as a pack animal or as a prime motor for the sledge or wheeled vehicle. For untold centuries these facilities evolved gradually but slowly, marked by special advances at different times. During the 15th, 16th and 17th Centuries the intercourse and familiarity of man with the lands beyond increased considerably, and as this intercourse and familiarity increased the civilization of the day spread. During the 18th Century the progress of the wheeled vehicle and the deep-sea and interior-water sailing-craft made exceedingly rapid strides, reaching a high state of perfection in the latter part of the 18th and the early part of the 19th Century.

It was thought by many, and freely talked, that the climax in the way of progress of intercommunication had been reached in the wonderfully harnessed stage-coaches and in the clipper-ship and horse-drawn canal-packet, and even in railroads for horse-drawn carriages.
of the early years of the 19th Century. This may be termed the “animal” period of intercommunication.

The impression of superiority of these methods has not yet, even in the light of the improvements of the past century, lost its potency or its power to conjure with. That this is so is shown by the still existing and sometimes exceedingly active propaganda for building new waterways and the creation of a vast fleet of sailing-ships, and particularly by the millions appropriated every year to make ocean ports of interior towns and make dry creeks navigable.

During the latter part of the 18th Century a new prime motor was being developed. The internal combustion engine was suggested but abandoned to be taken up and developed a century later. Steam pressure, which had been under observation from before the beginning of the Christian era, was rapidly developed until as a stationary prime motor it had become an effective addition to the industrial forces of the world.

In the early part of the 19th Century the use of this prime motor for both land and water conveyances was introduced, and made exceedingly rapid strides from substantially nothing, a century ago, to that most wonderful system of rail and water lines of the present which connects the whole world into one intercommunicating social and commercial group.

With the increased distance and the increased volume of commercial transactions, time in the exchange of views became a very important factor. Time in transportation of commodities could be provided against, but not the time required in the negotiation of distant transactions. Conditions might change. Under unknown conditions distant trade or commerce became speculative. Stability and certainty could be based only on known conditions. The need of a more immediate, a quicker, transportation for the exchange of views became a necessity, and necessity, they say, is the mother of invention.

Many were the attempts made to shorten the time taken in the distant transmission of personal communication and intelligence, signals of all kinds, semaphore, express riders, express packets by sea and express coaches by land, but all of them were either limited in their usefulness or in the time saved.

For many years electricity, magnetism or galvanism—a new force, which was destined to revolutionize the economic and industrial world—had been experimented with by scientists and savants.
Chamber of Commerce Building

About the time when your city was being connected with the outside world, Professor Henry, a citizen of a neighboring city, was engaged in electrical research and experiments which resulted in the development of the electro-magnet, upon which is based electrical transmission of intelligence and the use of electricity as a motive power for all industrial purposes.

Following the discoveries of Henry many ideas were evolved by many people for its application to all sorts of purposes, particularly to the transmission of signals between distant points. Invention is but evolution, and successful adaptation of invention to practical uses is the direct result of persistent personality directed by common sense. However meritorious may have been the ideas of others, there was one struggling artist, S. F. B. Morse, who came by his intellectual inheritance through powerful ancestors. Morse became obsessed with the idea that if an electrical signal could be controlled and conveyed over a distance of a yard or a mile, it could be conveyed and controlled any distance and made the servant for instantaneous personal communication.

It certainly took imagination to conceive the idea of putting the whole world into instantaneous personal communication, and it also took persistency and practicability to overcome the prejudices and doubts of others who could not see in this impassant electro-magnet of yesterday the potentialities which have been developed and are so effective in all lines of industry and utility to-day; nor could anyone have dreamed that in that simple device lay dormant the transmission of personal communications and of the spoken voice around the world.

Neglecting his profession, struggling with poverty, his ideas rejected by his friends and those he tried to impress, he maintained his faith; his courage never failed. Morse was neither a capitalist, an electrician, nor a mechanic, and to develop his idea these were essentials. It was not until he formed a partnership with Alfred Vail, of Speedwell, near Morristown, New Jersey, in whom he found an educated scientist, a practical mechanic of an inventive turn of mind with a capitalist and a manufacturer, of advanced ideas, for a father, that the opportunity became full-fledged and completely manned. There has been some discussion, sometimes verging on acrimonious dispute, as to how much credit was due to each, but it would seem as if there were enough for both, and the individual peculiarities of each of the partners would indicate just what each was entitled to. But one thing must be remembered, that no invention, however meri-
torious, ever pushed itself, and we must recognize that to Morse’s indefatigable persistency and intense and impressive personality the early progress of this new and advanced factor of progress was due.

It was at the Speedwell Ironworks, owned by Judge Vail, that the engines of the first steamship which crossed the Atlantic were built, and among the first locomotives used in this country were those built by the firm of Baldwin & Vail, the predecessors of the present great industrial establishment, the Baldwin Locomotive Works.

These incidents are related to show that the capital furnished Morse was not from any speculative promoter, but from one who had experience in and was a believer in the advancement and extension of intercommunication.

An interesting story is told about the experiments on the telegraph at Speedwell. In a building apart from the main works Morse and Vail were working along, with the usual discouragements and without marked result. Time was passing and the allotted money was going. The Judge was beginning to doubt the outcome, and both the young men avoided meeting him whenever possible, fearing his questioning.

At last success was achieved, the signals were successfully transmitted; the Judge was asked to visit the experiment shop. He listened to the explanation, but wanted a demonstration. Writing upon a slip of paper—"A patient waiter is no loser," folding it and giving it to one of them, with the other he went to the room in which was the other end of the line. It came over the wire, as written. This was the first telegraph message that was ever transmitted. The rest of the development is history.

The existing facilities for intercourse, intercommunication, and transportation, had done a great work. The necessity existed and the field had been made for quicker, more personal communication between far-apart places. Electrical transmission put the flame, the materiality, of personal intercourse into negotiations between distantly separated parties. Never had the opportunity and the thing required come together so opportunely.

The introduction of the new invention into commercial use was through separate and unconnected enterprises. Independent lines were built by independent associations, each connecting a few of the important cities. Through routes and through circuits were unknown, frequent relays and transfers caused delay, retarded transmission, and the possibilities that should attend this method of communication were far from being realized.
Chamber of Commerce Building

This was recognized by a few men, foremost among whom were citizens of your town, under the lead of one who became the greatest promoter of the new birth of this industry, Mr. Hiram Sibley.

Here in Rochester was born the Western Union Telegraph company, which combined the scattered, struggling enterprises which followed the first introduction, and moulded them into one efficient whole. Here was organized and from here radiated the greatest telegraph system the world has ever known, or will ever know.

The organization of the Western Union had more than a passing significance; its founders built bigger than they knew. It was the first application, if not the first recognition, of that great principle which underlies modern efficiency in utilities and in industries, particularly those of transportation and transmission. It was the beginning of those great combinations which, economically sound, have contributed so much to the prosperity of our country. The action of your citizens met with country-wide approval, and was received with country-wide enthusiasm.

In the organization and operation of the Western Union was first recognized and introduced the idea of "through connections," "through routes." It was the beginning of continuous service from origin to destination. This sounds simple but it is the great principle upon which all freight, express, through-passenger and sleeping-car service is based to-day. It was the first combination, into an operative whole under one control, of a number of separated entities, whose separate services combined constitute a complete service. These "principles" constitute the greatest factors in the world's progress in economic development and are the principles which stupidity, prejudice and ignorance, backed by political demagogism, are trying to destroy to-day.

In the development of the telegraph came many experiments for its multiplication and in the course of them it was found that musical notes could be transmitted by electricity. If musical notes, why not vocal sounds? There is a marked difference between the vibration of a musical tone, and of a vocal sound. To solve the problem a knowledge of acoustics was necessary, and was introduced by a young Harvard professor who was experimenting in harmonic electrical transmission. Within a quarter of a century after the first practical electrical transmission of intelligence, was also developed the transmission of the spoken voice by Professor Bell's discoveries and inventions. The evolution of this is well known to you all, too.
recent for historical narrative, and my connection with it too intimate for me to be the historian.

To one who has covered the period from the first introduction of electricity to its operations at the present day, who by personal recollection and experience knows of what was then and what is now, all seems like a romance. One who knows only the present cannot realize what has been done, what changes have been brought about by the introduction of personal intercourse between distant points, and the neighboring of all the people of all the world. We do not yet fully comprehend what is and will be its influence on the conditions of the life, the character and habits of people.

Neither the exchange of ideas or intelligence by means of personal communication electrically transmitted, nor the bringing of people physically remote into mental contact by means of the transmission of the spoken voice has by far reached its ultimate usefulness and development of all the potentialities of wire service. Although the telegraph and the telephone, which are not competitors with each other, but natural complements to each other, are forced to maintain a separate service and operate as though they gave the same service and served the same purpose, there are still great possibilities ahead.

If, however, the natural and inevitable principles, which should govern all service of all kinds, are allowed their natural course, and these two utilities, which have been recently divorced, should again be united, there are possibilities of improvements in service and potentialities for new service which for benefit and advantage in every direction are so far beyond anything the public is now getting, and will include such great economies, that the present service, great as it is, will seem crude and costly in comparison.

There are many services in this world which are not by nature competitive, from which to get the greatest possible benefit they must have complete co-operation in operation, co-ordination in service, unity in action, which only single control can effect. The public sometimes are slow to realize but are certain in conclusion when they do fully appreciate and understand.

A new era is now under way in the application of electricity to industries, in the development of the internal combustion engine, and in the wonderful metallurgical development, particularly in the tremendous increase in the efficiency of iron and steel and its alloys, all of which and many more have been brought about by bringing the laboratory conducted by scientists into partnership with industry and enterprise. What could not be done if the public could only realize
that there has not been reached the full possibilities of development in any line of utility or industry, that in any development encouragement and reward are necessary, that discouragement to initiative, restriction of effort and the handicapping of enterprise are bound to bring about a stationary condition, if not a decadence in efficiency!

Don't run away with the idea of any government-operated utility ever meeting the needs of the progressive American people. There never has been and never will be a successful operation, municipal or national, of any utility or industry which has not been first developed by private enterprise. There never has been and never will be any improvement in any utility or industry operated by the government unless the forward movement is being developed by private enterprise. The few examples of successful municipal operation of utilities, if there are any, depend upon voluntary and gratuitous management for their success, or for their apparent success upon accounting methods the use of which would not be countenanced for a moment in the private operation of public utilities.

The future of the country must depend on the intelligence which guides and directs labor, and both labor and capital must sooner or later realize that without interested intelligent direction, the prosperity of industries will soon pass away. Labor without management is as helpless and impotent as capital without management; and we all know how capital disappears under inefficient management. The rights of both must be respected, as well as the rewards and rights of “intelligent” management which makes both labor and capital effective, constructive and productive.

Your city is one of the best illustrations of what transportation can do for a section or a locality. The great and fertile Genesee Valley was long known and recognized as a future garden spot. Although distant when measured by time and difficulties of transportation, home-seekers braved the dangers of the wilderness, and one by one its fertile expanse was dotted with the rude homesteads of frontier life. All along the broad sweep of the Genesee, from lake to mountain, were a strong and potent race establishing the foundation of strong and prosperous communities. They were pioneers in every sense. They were isolated in every sense; hundreds of miles of difficult passage lay between them and any markets. They were self-dependent. They produced for their own consumption. There were no other markets available, although with opportunity a nation could be fed by what they could produce. What little commerce and exchange there was, was local, restricted. It was stagn-
tion. The great force of the falls of the river about which your city is built was wasting its energy, unutilized because of lack of employment except possibly in some small way to meet some local use.

One of the greatest Governors of your state, Clinton, with a persistent purpose put through the canal for transportation which brought your valley into comparatively easy and relatively quick transit with the Hudson, that great estuary of the ocean, and you were connected with the world's markets. That magical fructifying agent—efficient, comprehensive, available transportation—did its magical work.

The wheat fields rapidly spread over the valley with their golden harvest. The great falls of the Genesee, which were wasting their magnificence and potentialities in a wilderness, were made to do service for society and for civilization, and within a very short generation Rochester became the greatest wheat and flour market of the new world, and the Genesee Valley became famous the world over for its beautiful, comfortable rural homes. That particular supremacy of Rochester as a flour mart has long since gone. The extension of transportation did for other places what it had done for Rochester; but those same increased facilities, which took away your supremacy in one line, gave your city a command of raw material and industrial supplies, and of extended markets in many lines. As the old single supremacy declined, supremacy in many lines of industry sprang up, and to-day Rochester—known the world over through the initiative, enterprise and persistency of a citizen whom you delight to honor—is one of the most vivid living, continuing and expanding illustrations that commerce not only "carries civilization around the world," but that "commerce is carried around the world by intercommunication and transportation."
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JOHN H. FINLEY
PRESIDENT OF THE UNIVERSITY OF THE
STATE OF NEW YORK

PRESIDENT HARPER SIBLEY, Introductory

A MAN has just come into our midst who comes here at a great personal sacrifice. He has traveled all day long by train, arriving but a few minutes ago, and when he finishes he is taking a train to New York and New Jersey, where he has been called, and so it is surely with great appreciation we welcome him here.

This man is a man who has great possessions, though I am not thinking of material wealth. Before the war he had one possession that a good many of us cannot equal: The possession of an understanding of sympathy with the people of France. His most delightful book entitled “The French in the Heart of America” has been read by not a few of us.

To-morrow we shall hear from two great Frenchmen who are coming here to deliver to us the mandate of Brotherhood from their country. To-night, an American who is also a Knight of the Legion of Honor of France, has come here as a friend of France, and it gives me a great deal of pleasure to introduce to you the President of the University of the State of New York, John H. Finley.

JOHN H. FINLEY, Address

I am a friend of France, but I am here to-night not as a friend of France but as a friend of Rochester. [Applause.] This is a very wonderful building, I suppose; I hope I shall some day have an opportunity of seeing it. This is certainly a wonderful room, but it lacks one thing; there should be a telephone receiver at every seat that would be connected and made a part of Vail’s great International Auditorium so that you might hear the absent speakers without their visible presence. It would be unfortunate if you were, by
such means, deprived of the presence of such handsome gentlemen as my friends, Mr. Vail and Dr. McElroy. It would be a great advantage if you could hear those who could not be present and if you could hear some whose presence is not as attractive as their faces, if you must meet them.

Providence has kept me from you. He has been kind to you. You have asked me many times to come to the Chamber of Commerce but I have not been able to come. I have always said, Providence has intervened. I am sorry that the time of your disappointment has come.

I shall have traveled, if I succeed in getting back to the place from which I started—I shall have traveled 500 miles and spent ten hours in order to be in Rochester as I estimate, at any rate, 36 minutes, for I expect to depart on the 9:45 train. I shall have no difficulty in convincing you, men of Rochester, that that brief period was worth as much as an eternity in some other city, or a Cycle in Cathay.

Gentlemen, I have some day to appear before the Great Author of all things at the end of three score years and ten—I expect before that if I go at this pace—to give account of the deeds done here, whether they are good or bad, and when the Book is opened to this day He will point to it. It is slightly conceited, perhaps, to think that Providence is taking so much interest in my daily life. He will point to that and wish to know how I could justify such a prodigal expenditure of time. He will say: “Did I not warn you not to go, did I not appear in your path—send one to appear in your path as I sent some one to stop Balaam on his journey when he went to meet the Princess of Balah.”

Nineveh and Tarsus

And here is a singular coincidence. We were stopped on the way. We were told there was a break in the rail a little ways on. It turned out not to be so. That must have been a clear intent on the part of Providence to prevent my coming. He has said, “Why did you go to Rochester? You are doing as Jonah did, when I told him to go to Nineveh he went to Tarsus. Why didn’t you go to some educationally wicked place that needs you, why didn’t you go—?” I will not mention the place. “Why didn’t you go to Milwaukee?” Rochester is one of the fairest cities upon my earth. Rochester! Rochester! Rochester is a righteous city. Rochester is an industrious city. It is an intelligent city. It is a merciful city among all the cities. Think of the cities now living, now existing that will sink in Time’s corner un-
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renowned, renowned for a day, perhaps, but will not continue because they have missed the greatest gift. But Rochester! Rochester is righteous, is enterprising, is intelligent, is merciful. Rochester radiates the truth. It loves beauty. Rochester is patriotic. When the Red Cross makes an appeal, twice as much, I think, is given as is asked. And when there is a canvass for a Liberty Loan, there is an over subscription. And Rochester is a beautiful place. Its environs sometimes remind me of that Garden of Eden from which I was obliged to expel Adam. But even if Rochester were—and it is doubtful to conceive it, those are my conceptions of Rochester—were a wicked city, still would I not be willing to destroy it for there are ten men.” I myself can name ten men. “There are ten men in Rochester that would save it from the fate of Nineveh.” Indeed, there are two men, either one of whom would save it, but I will let you select the men.

And I would say in answer, if there were four—I would say in answer that I was going to Rochester, I was guilty. I was like Jonah. I was going to Rochester because I rather go to Rochester than to Nineveh or Tarsus. And then, too, I was very strongly urged to come, and then I was to speak in the company of ambassadors and lords and governors—and Mr. Vail. I would say in justification of my coming that I have come to Rochester, that I wanted to go to Rochasters to say just a word on behalf of the State in appreciation of the schools and of what Rochester is doing for education in this State, for we insist at Albany that education is a State function.

And then the Lord asked me about, “What do you say in justification of the expenditure of all this time?” and I would have to show these brief notes which I have condensed, thinking I would have only ten minutes, and in order to secure favor I have based what I have to say upon a phrase from Genesis, a genealogical phrase—I think it has to do with genealogy of the descendants of Sem:

Eber's Children

"In the days before the dispersion of men there lived a descendant of Noah named Eber."

This is entitled “Eber’s Children.” And Eber had a son whom he named Peleg. He named him Peleg, as you well know, because, as it is written in the Book, the earth was divided. And today all children of the civilized world might properly be called by the same name, “Peleg,” for in their day is the earth again divided, this earth which but a little time ago it was thought might become one great
peaceful human brotherhood. And to-day 20,000,000 children in our
country, like Pelegs, look to us and ask us, ‘What we would think
of them, those new comers on this planet; what have we of this
divided earth to say to them, we who inherited ourselves a peaceful
world; that now gives off a stench of human blood; that is a bell of
suffering; that is a cry of pain; flying through the night a holocaust
of hate, smoking by day.

What shall we say to these hopeful, trustful, joyous Americans
on this earth, whose laughter moves above the sounds of battle?
What shall we say to them? That what we will say to them is our
own answer to our best selves, our answer to God and to humanity.
Why is our earth divided? This is what we say to them:

‘Children of Eber, here in America where men and women of
all tongues have come to speak again one tongue, our fathers estab-
lished what we call a free government under which it was desired
that all men should be free and of equal opportunity, so far as that
could be given, a government under which every man might have a
fair chance. But over on the other side of the sea, yet so near that
the people there could hear what is but a whisper here, there lived a
nation whose leaders said, as old those of old on the plain of Sharon
who were divided, ‘Come, let us make a name in the world;’ and like
that ancient people who had in their building brick for stone and
slime for mortar, they thought to build a structure that should com-
mand the earth and would reach to the sky; that is what they tried
to do, and that is what some others were trying to do, using brick of
their own synthetic making for God’s eternal stone and slime, the
slime of hatred, stealth and misrepresentation, to hold these human
bricks together.

A SCATHING INSULTMENT

‘They broke their pledges to the weak. They laughed at the
strong. They drowned the innocent in the sea. They butchered
the innocent that were on the land. They stained the air with their
murderous craft. They choked men with gas. They burned them
with liquid fire. They poisoned wells, and devastated whole villages
and cities, as I know from seeing with my own eyes, and did every
savage thing that science could think of. They menace that civiliza-
tion which men have been trying since Christ’s time to develop; like
Cain, they would kill Abel because the fruits of his Kulture were
more acceptable.

‘But children, despite all this, we do not send forth our young
men to fight in hate of men, but in hate of things. It is to do for you
what our fathers did for us. We are fighting under legend to make
the world safe for democracy, but down more to the bottom of our
hearts we are fighting to make the world safe for you. We have
brought you into this earth and we are going to make it as happy and
as bright a place for you to live in as our sacrifices and our strength
can make it.

“Children of Eber, scattered over this divided earth, British,
French, Russians, Italians—yes, Germans—either by offering billions
of lives, by the subscription of billions of dollars are we indomitable
in that we wish to make a safe place for your life, as well as for our
own children, as one great human brotherhood, and by the teaching
which has so excellent an illustration as Rochester gives in helping
to bring people of all nations to understand one another in one lan-
guage, we try to make a world worth saving.”

A Peaceful and United Garden

And the Author of Days, remembering the fraility of his human
creature, remembering the promise we are making to those who try
to do something for the least, knowing that I have intimated that I
would now go to Nineveh, and considering also and profiting by what
I had said, said in the language of my old Scotch ancestors as he
again looked over the record:

“Ah well, it might ‘a been worse. Gang ye wi’ the ship.”

Men of the Chamber of Commerce, you are supporting with
your commerce that great struggle. May your prayers and the
prayers of those who are here with you have commerce with the
skies, that the Children of Eber, even in our time, may possess a
peaceful and united garden. [Applause.]
The Relation of Government and Business
for the Winning of the War

GOVERNMENT & COMMERCE DAY

THURSDAY, OCT. 4

PRESIDENT HARPER SIBLEY, PRESIDING

LUNCHEON 12:00 M.

LOUIS WILEY, BUSINESS MANAGER, NEW YORK TIMES
MAURICE LEON, INTERNATIONAL LAWYER, NEW YORK
HERBERT S. WEST, SUPERINTENDENT OF SCHOOLS

DINNER, 6:30 P. M.

INVOCATION—REV. W. A. R. GOODWIN, D.D., RECTOR OF
ST. PAUL'S EPISCOPAL CHURCH
GOVERNOR CHARLES S. WHITMAN
MAURICE CASSENAVE, FRENCH MINISTER PLENIPOTENTIARY
JAMES W. WADSWORTH, JR., UNITED STATES SENATOR
LUNCHEON

MAURICE LEON

INTERNATIONAL LAWYER, OF NEW YORK

PRESIDENT HARPER SIBLEY, Introductory

BEFORE starting our program I want to say just one word about a member of this Chamber who is not here—a man who is as loyal to this Chamber as any man in our midst, a man whom we love as we love very few members of the Chamber: a man who has served on the Building committee from the beginning, and two years ago was our President. I speak of George W. Todd. Mr. Todd is ill at home in bed, and in sending a greeting to him from you I know I shall be doing something that will appeal very much to him.

In August, 1914, just after the war had broken out, our then Secretary of State ruled that the neutrality of our Government should always be the neutrality of our people. This ruling was wrong. There were many people who protested. I think there was no man who protested more vigorously than a certain American citizen in New York City, a lawyer with international relations—a man, whom I am sure will be glad to be called a son of France. In the very face of this proclamation of the Secretary of State this man went out, and by his own efforts placed in this country $35,000,000 of obligations of the Government of France, and through thus placing these obligations paved the way for the great Anglo-French loan later in 1915. We are very proud to have such a descendant of France come to this country and make a home with us, and I take pleasure in introducing to you Mr. Maurice Leon, of New York City.

MAURICE LEON, Address

Neutrality between right and wrong was never an American trait. [Cry: ‘‘Hear! Hear!’’ and Applause.] Sooner or later, as the
moral aspect of the struggle became apparent, more and more of our number came to recognize it, until the day, when our President having said the word, there were few among us who were not ready to shoulder the responsibility of a free expression of opinion.

Now, a reference, and a very kind reference, has been made by your Chairman, to the first American loan to France. The story of that has never been told, and I am glad, as one who was concerned in it, to tell you that story today. I am glad to tell it to you because of the auspicious occasion, and also because I am sure that some features of it will appeal to you in such a way that each and every one of you, particularly the financial leaders of this community, will be stimulated to exert such efforts as will make the second Liberty Loan the overwhelming success it is going to be. [Applause.]

Now, your Chairman has made a reference to the position taken by our Secretary of State in August, 1914. It was simply a mistake on his part. He applied to transactions, whereby a belligerent government obtained credit in a neutral country from private purses, a principle which has no application, save in the instances where a neutral government undertakes to loan money to a belligerent government. I believe he made that mistake in good faith and out of the boundless ignorance he possessed, and I am impelled in saying that to add that his course recently has been one that has given no end of satisfaction to the patriotic elements of this country, because, in his admonition to our pacifists, he has pointed out that there was only one way out of this war and that was "clear through."

**Story of France's Loan**

Now when he made that ruling I protested publicly, pointing to the distinction I have made, and I sought and obtained the honor of negotiating for France her first war credit in this country. Now time was pressing. France was in the midst of her first great battle of this war, and therefore I took the shortest way and went across the street and interviewed the President of our largest National Bank. After I had stated my errand, he said to me something like this: "Here we are. The City of New York has $100,000,000 in the City of London, and we don't know how that is going to be paid. You are asking for an impossible thing." And in reply to him I told him that the service would be all the greater because of the difficulty. I told him, moreover, if the task was not a very difficult one, he would have been the last man I would have approached. [Laughter.]
Chamber of Commerce Building

And finally I said this to him:

"France is fighting the war of all free nations. Is she to be deprived of American supplies or not? That is the whole question."

Well, he thought the matter over, and the reply he finally made to me was this:

"Well, of course, France asks an impossible thing, but we are going to do it."

And he did it.

Now, I am sure that you are entitled to his name, and that you will rejoice with me in the knowledge that he is now in Washington giving all of his time, efforts and attention to the winning of the war. I refer to Mr. Frank A. Vanderlip, President of the National City Bank of New York city.

Now, at first $10,000,000 of these French Treasury Bonds were taken, and this was followed by transactions by which the National City Bank and its associates took $25,000,000. Then the way was opened for the Anglo-French Loan, and I am sure that you will all be interested to know that your guest to-day, M. Cazenave, contributed much to the success of that great transaction. Now, gentlemen, having given you what may be said to constitute a chapter of the unwritten history of the early part of the war, I am going to pass on to a subject of present interest.

Sequestrate German Funds

All of you gentlemen read this morning particulars of secret operations whereby the German Government, through its leading bank, The Deutsche Bank, was able to use various intermediaries, most of them presumably innocent, to put into the hands of men, who were doing Germany's work in France, a very large sum of money. Now this gives us food for reflection. Now, my first proposition to you in connection with that is, that if that bank has any more funds in the United States that it might use in the same way, those funds ought to be sequestrated; and if any other bank or company or individual, owing allegiance to Germany, subject to German control in one way or another, has any funds or property, which in any way might be used in this country, or distributed through this country and used to our loss, all such funds and property ought to be sequestrated.

You will bear in mind, gentlemen, that what I am proposing now is not confiscation. Our policy has ever been against confiscations of enemy property; but sequestration is another thing. All our
Allies have found it necessary to sequestrate enemy property. Germany does not merely fight in the field; Germany fights with money. Germany can teach us many things that can, and many things that cannot, and ought not to, be done with money. Now, it has been said by persons in a position to know, that between the time of the Russian Revolution and the time when the Root Commission left Russia the Germans had spent 48,000,000 rubles in Russia for their various devious purposes of making war by disorganizing the country through propaganda and other means.

Now, it is true that we are not here in the position of Russia but there is a great deal of harm that may be done in this country, a great deal of harm that the use of money can do here and in the countries of our Allies, unless German property and funds are securely tied up here as they are in the countries of our Allies. And I will give you a further reason, which, it seems to me, must appeal to every American, why this should be done. One of these days the German criminal, who with his widespread depredations has desolated France, Northwest France and Belgium and other territories, that German criminal, with the aid of Uncle Sam, is going to be handcuffed. When that day comes we are going to hear this cry coming from the criminal:

“Oh, of course, I was wrong. I admit it, now that I am powerless. But there is nothing further I can do. I am ruined. I have not anything to restore to any of my victims.”

In view of that, will it not be a very fortunate thing if one of the policemen, viz., “Uncle Sam,” can point to a fund right here in the United States, a large fund, and tell the German criminal:

“Now here is money belonging to you, which can be used to restore your victims?”

THE GERMAN IN FOREIGN TRADE

Now, from this, gentlemen, I pass, as we are here in an assemblage of business men—I pass to the question of foreign trade, which is interesting all of us. Many in this country have admired the progressive German on the foreign markets of the world without quite understanding how that progress has been achieved. Now, ladies and gentlemen, I should be the last person in the world to question in any way the carefulness, the painstaking application, with which Germany and the German people have devoted themselves to all works of a technical nature of one kind or another. But what we must bear in mind is that before making war, Germany was using
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in foreign trade methods equivalent to those that she has been using in the war, and that a great deal of her success on the markets of the world has been due to the fact that she conducted trade as she has been conducting war; that is to say, without scruples, and without any rule of fair dealing. And I will tell you how a great deal of it was done, because it has so happened that those facts have come more and more to my attention. The banks and banking houses all through the world, through whose offices documents connected with foreign trade, drafts with shipping documents attached for goods that, for example Mr. X in Rochester had sold to Mr. Y in Bordeaux, or in Liverpool, or in Petrograd, a given amount of these documents would go through some bank, and in that bank, whether it was of course German, or British, or American, invariably there were German clerks, painstaking and careful German clerks, underpaid German clerks, who somehow got along, even though they were underpaid—no one knew quite how—and some day or other the Mr. Y, wherever he happened to be, would receive the visit of the representative of Mr. Z, of Mannheim, or another place in Germany, and that representative would tell him:

“We know that you buy something of Mr. X in Rochester. We will do it better than he. Won’t you do business with us?”

And, if necessary, the German merchant would begin doing business at a loss, until he had created ill-feeling with Mr. X of Rochester, or until he had got the customer. All this would have been impossible, if some obscure clerk in some bank had not carried out his task of commercial espionage.

The best remedy for that is quite obvious. It would seem to me that we in this country, that the French and the British, must more and more devote themselves to the training of young men and young women to the work connected with foreign trade. It seems to me quite clear that foreign languages must be taught to your youth; that many a young man will have a better career for himself and for his country, if he is able to speak, beside his own language, his own native language, that he is able to speak French and Spanish, and in that way French, British and American youth may be exchanged between these different countries, where similar standards of commercial and national honor prevail. In that way the foreign trade of countries may be preserved, and may continue to be dictated by rules which have absolutely no connection with the rules which Germany has followed both in peace and in war.
THE BEST INTERNATIONALISM

And now, gentlemen, let me say to you a final word on the subject, which has claimed a good deal in the way of discussion in this country and other countries, the question of whether or not we are evolving a new relation by people in different countries of the world towards one another, or whether the relation is going to be the same. I want to say on that subject that there is a great deal which goes under the name of internationalism, which gives the impression of being of German origin, and manufactured strictly for foreign consumption; and that as far as our experience goes, the very best internationalism, the very best that has been achieved for all nations has usually been evolved out of a fine and lofty sense of national spirit. Take, for example, the achievements of France as a mass, an achievement which is generally regarded throughout the world to-day as having been for the benefit of all mankind. [Applause.] The soldiers who fought at the Marne, who bled, who laid down their lives, these men were actuated by the finest, the loftiest national spirit. And we, entering the war for the purpose of upholding our ideals and our traditions, acted out of an aroused national spirit.

When nationalism is able to produce such results, when such achievements are directly traceable to it, how can we listen for a moment to the talk of internationalism. Truly a devotedly patriotic Frenchman necessarily feels a sense of kinship for a loyal and patriotic American. And one remaining American, the other remaining French, they each can achieve their very best work. Gentlemen, together the French people and the American people and their Allies will achieve great deeds, remaining Americans, remaining French, leaving their own country and for the sake of that country doing that which the country needs, and at the same time achieving that which is best for all nations. And together they will uphold justice. And together they will make freedom secure. [Applause.]
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LOUIS WILEY
BUSINESS MANAGER OF THE NEW YORK TIMES

President Harper Sibley, Introductory

WHAT the people of this, our country, think, determines what our country is going to do. If the thoughts of this people are noble and wise, the actions of our country will be noble and wise; but if the thoughts of our people are mean and selfish, so will be the actions of our country. How wonderful a thing it is to possess the power to make our people think! It is a wonderful opportunity, but at the same time it is a great responsibility. On Tuesday evening we welcomed here, as our guest, Lord Northcliffe, the General Manager of the London Times. It is with no less pleasure that we welcome to-day the General Manager of our greatest newspaper in America, the New York Times, Mr. Louis Wiley.

Louis Wiley, Address

It is with pleasurable emotions that I speak to-day. Rochester is the city of my youth, and I am looking upon the faces of many old friends. There come back to me pleasant memories of boyhood and of the beginnings of my venturesome career.

The dedication of a Chamber of Commerce possesses significance at any time, but it is especially significant now when our country is at war. It is the spirit of the American business man, represented by this building, that will win the war.

There are many indications that the dream of autocracy has been shattered by the entry into the war of the democracy of the United States. What the United States has accomplished since war was declared against Germany is a brilliant story. Economic forces in this country acting independently of one another were gathered into one powerful leverage and the hand that operates the lever is not
shaken with fear or irresolution. Rarely in the history of any country has there lived a man more capable of executing the desires of a nation than Woodrow Wilson, President of the United States. On our President has devolved the responsibility of our attitude toward the enemies who are fighting for selfish ascendency. Furthermore, he has taken on his shoulders the onus of the whole business of the war. He has able lieutenants, but he is the Captain General. For what America has done, is doing, and will do in the war, Woodrow Wilson will be thanked one day by a grateful and victorious world-wide democracy.

We Have Two Armies

The call to arms has been answered by hundreds of thousands of volunteers who have enlisted in the army, the National Guard, the navy, the marine corps, and the reserves of both the army and the navy. The land and sea forces of the United States now greatly exceed 1,000,000 men. About 600,000 more have responded to a selective system and are daily going into the great training camps. But no war can be successfully fought without two armies, each dependent upon the other. There must be the army of fighting men—those at the front, who have willingly offered their lives for their country and the principles upon which it stands. Behind these men in arms must be another army even greater in numbers, equally well organized and disciplined—an army of men of service creating the supplies of every kind which the army at the front must receive in a steady stream of great volume.

Most of the men to whom I am speaking belong to the second army—the army of service. We might think for a few minutes of the spirit and discipline and preparedness of this second army in its efforts to cooperate with the army of men in arms.

With a thrill of admiration, we read last week that the head of the greatest bank in the United States had laid aside for the period of war his responsibilities as the directing force of a great financial institution to assume the task of sales manager for an issue of war certificates. Another Captain of finance retired from the foremost banking firm to direct the activities of the Red Cross. Merchants, manufacturers, engineers, scientists, the successful executives in many specialized lines—men whose names are recognized the world over as experts—have taken train for Washington at the first intimation that the Government needed them to direct the army of service. The ability which has enabled these men to organize finance, commerce, manufacture, transportation to a perfection of efficiency
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and production never before known is now at the disposal of our Government.

The patriotism and sacrifice which have characterized the action of these men indicate clearly that the liberty for which the Colonies fought, and the principles for which the Northern States stood in the civil war are as warmly cherished in the hearts of Americans as ever they have been. The American spirit has been demonstrated in no uncertain manner. Had ever a land such a heritage of loyal sons?

Performing an Unfavourable Duty

After facing an unendurable situation for many months the people have gone into the struggle. Having concluded that neither our democracy nor any other democracy would be safe—that our lives, our firesides and our sacred honor would be in peril, and that every activity of Americans would be endangered, until the autocratic principles of Germany are forever wiped out—we entered the war with a determination to perform an unavoidable duty. To that end, it behooves every business man, every trade, every profession, to engage in the army of service with such patriotism and such heartiness that the war will the sooner be brought to an end, in order that America and the world may resume the vocations of peace.

What has particularly impressed the enemy is the store of wealth we have poured into the coffers of our allies. The savings of the land will be freely given to relieve the world from the ambitious schemes of ruthless rulers.

The success of the new Liberty Loan is assured, and Rochester will do its best, as it did in the first issue, when this city was allotted $20,497,000. This, however, was contributed by more than 60,000 Rochesterians, with an excess sum of $13,300. The generous provider of the funds for the erection of this splendid building, George Eastman, was himself a member of the committee of Rochester citizens which directed the campaign.

Our Aid in the War

What America has done for the Allies is not to be measured by money only. Our participation in the war has given a stimulus to France, Italy, and Great Britain, and renewed their hopes of ultimate victory. The army we have already sent to France and the armies we are preparing to send represent the seriousness of our intentions, and the enemy knows it. He understands the importance of our co-operation with the nations that are fighting for freedom.
The extent of our preparations, with which his spies are informing him, fill him with apprehension.

The conservation of food products proceeds. A war against waste has been declared throughout the length and breadth of the land, and the distillation of liquors from cereals has been prohibited. An embargo has been placed upon the shipment of food to neutrals that covertly conveyed it to the enemy, and shipping has been commandeered for national purposes. What we have done in the way of providing the Allies with food and munitions is recognized everywhere.

Many organizations are at work and there is a minimum of overlapping. The Young Men's Christian Association is looking after the personal needs of the soldiers, ministering to different wants than those to which the Red Cross is giving attention. Its buildings in the training camps of this country and abroad are the centres of social life, and it aims to conserve the spiritual and moral lives of our men.

Notwithstanding all that has been done, a beginning only has been made in linking up business to the conduct of the war. Every business man, every Chamber of Commerce, every member of the organization which meets in this magnificent building, should ask if the fullest degree of service is being given. Are you men before me co-operating whole-heartedly with the generals in Washington commanding the Second Army—the army of service which is supplying the fighting army with everything required in the form of munitions, equipment, and food?

MUST DRIVE ON TO VICTORY

We have our poll-troons, our traitors, and our weaklings. In the storm through which we are passing, they will be eliminated. That which is permitted in peace in time of war becomes sedition and treason. The merits of permanent peace, of the independence of Ireland, of the rights of conscientious objectors, and of many other varieties of propaganda opposed to war should be put aside at this time. After the swashbuckling pirate and outlaw of Central Europe has been suppressed, such questions may once again be subjects of interesting discussion. At present they distract even the most patriotic. They divert the minds of many well-meaning citizens from the one great object to which the whole nation must drive—the winning of the war in the shortest possible time. It is not too much to say that those who give utterance to the views to which I have referred are playing into the hands of the enemy. Let us have one thing at a time, and let us have the first thing first.
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While every effort is being exerted to conserve our resources, the newspapers of the country have not been remiss in their duties. They have voluntarily placed their columns at the disposal of the Government and they have refrained from the publication of matter calculated to help the enemy.

Disloyal Newspapers

We have been disturbed and angered by the disloyalty of certain newspapers printed in foreign languages, some of which have disgraced journalism. They have abused the privileges of the country which welcomed them. They have endeavored to sow sedition and treason among their readers. They have in some cases obeyed the orders of our common enemy, and I fear there are those who would be pleased to see an alien flag floating over the splendid building in which we are meeting to-day. We have been uncertain what steps the law should take to curb such utterances in a land where the liberty of the press is regarded as one of the fundamentals of national life. The Administration at Washington, however, seems fully capable of coping with the situation, proceeding under both old laws and more recent acts of Congress. There seems to be a way of putting a damper upon what for a time appeared to be a carefully fostered campaign of treason.

There is a clear issue. Shall the United States, with American justice and American liberty, be maintained or shall we leave our children to the power of evil that has ravaged Belgium and Serbia? Shall we permit falsehood, contempt for morality, disregard of humanity and absence of mercy to be the heritage of our children, or shall the liberty and the rights which our fathers won be handed down to them?
HERBERT S. WEET
SUPERINTENDENT OF ROCHESTER PUBLIC SCHOOLS

President Harper Sibley, Introductory

THE Committee in charge of the Second Liberty Loan in Rochester have asked to say just one word, or two words, to you, through the person of our highly thought of Superintendent of Schools, Mr. Herbert S. Weet.

HERBERT S. WEET, Remarks

My brief word has to do with a matter of very common interest and common obligation. Dr. John Finley, whom we had the pleasure of hearing last night, is, as many of you know, the General of the educational forces of the State. Dr. Finley has pledged to the Committee, charged with the management of this Liberty Loan campaign, all the service that the schools of the State can possibly render. Now, there is a distinct service which these schools can render. Mr. Sibley in his very happy introductions during this week has said nothing truer than that the will to do is conditioned upon a knowledge of the things to be done. Now, the Public Schools are particularly well organized for the carrying of this knowledge to the people, and to that end we have planned to hold next Wednesday evening in approximately thirty Public School centers mass meetings to give to the people of our city whatever knowledge we can possibly give, concerning this Liberty Loan movement.

Obviously there are two very important things to be done; one is to secure competent speakers for this particular purpose, and Mr. Eastwood and the Chamber of Commerce have undertaken that task, and you know the success that will be achieved as a result. The second important thing to be done is to get the people there. Invitations will be sent to the people through the children of the Public Schools, our teachers will personally call upon the parents; and in
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these and other ways we hope to induce the people of the various centers to attend these meetings.

Now, we simply ask you to help your own boys and girls, and to help the teachers of the city to interest the parents and the men and women, in order that they may come and inform themselves as fully as possible concerning this very important work. That is the particular call that I make, and I have full confidence in the response that will be given. Our Principals in a conference yesterday afternoon expressed as their ideal nothing short of bringing to every home represented in the Public Schools of the City of Rochester the fullest and most complete information possible, concerning this Liberty Loan movement. We ask your co-operation and your help.
DINNER

REV. WILLIAM A. R. GOODWIN, D. D.
RECTOR, ST. PAUL'S EPISCOPAL CHURCH

INVOCATION

DIRECT us, O Lord, in all our doings with Thy most gracious favor, and further us with Thy continual help. Grant that this building may minister to establishment of high ideals in the business life of our city, and promote a wider and deeper consciousness of human brotherhood. Bless the President of the United States and all others in authority; and grant that our nation may, through the sacrifices which she is called to make, help to bring to the earth an abiding peace founded upon the eternal principles of liberty and justice. Help us to express our thankfulness to Thee, O God, for Thy mercies by using Thy blessings in Thy service and to Thy glory. Amen.
Chamber of Commerce Building

CHARLES S. WHITMAN
GOVERNOR OF THE STATE OF NEW YORK

PRESIDENT HARPER SHIBLEY, Introductory

BEFORE beginning our program I want to read two telegrams. The first telegram from Premier Borden of Canada:

FROM THE PREMIER OF CANADA

The ties of brotherhood which bind Canada and the United States are strong and will endure. It is good to know that our sons are to fight together as brothers in the common cause of Liberty and defense of the weaker nations of the earth. My sincerest congratulations on the entry of the Rochester Chamber of Commerce into its splendid home.

[Signed] ROBERT L. BORDEN.

CHARLES WHITMAN

FROM THE SECRETARY OF WAR

It was my hope to be with you. I planned to be with you. But I find that I am very far from being master of my own movements. An important conference with a delegation from the Pacific Coast holds me in Washington.

[Signed] NEWTON D. BAKER.

To-night our great ceremonies of dedication of this building are drawing to a close. It is true that to-morrow evening our members from the surrounding country, six or seven hundred of them, will fill this room, but that is a movement outside, in a sense, of the local Chamber, although they are members. So this is, in a respect, the last evening of our dedication. This week will always be memorable — memorable because of the great men who have come here to speak to us, memorable because of the great audiences that have gathered together to greet these men, memorable above all because it shows to us the great spirit of appreciation that our membership has in this Rochester Chamber of Commerce.

All honor to the great citizen who has had the vision to repossess this great trust in us. But there is also another man to whom we should give an equal honor. The building and walls are not the
Chamber of Commerce of Rochester. Thank God for that. The Chamber of Commerce is a living organism; it is a soul, if you please. It is a soul that is loyal, that is devoted, that is unselfish, that is seeking for service, and, above all things, is patriotic. Your officers are not responsible for this soul. Your officers do their little bit when they come here during their brief term of service, but there is one who is responsible, a man I am glad to claim as my friend—and your general secretary, Roland B. Woodward. [Applause.]

The State of New York is a great nation in itself. It is possessed of fruitful valleys and boundless plains. It is possessed of great rivers and roaring waterfalls. It is possessed of the great harbor in the City of New York which is the gateway to this continent. It is possessed of prosperous towns, thriving cities, and above all the largest city of the country and perhaps of the world.

Gentlemen, we are at war. It cannot be repeated too often. We must appreciate it to the full. We must appreciate it. These great possessions of the State of New York must be utilized in order that we may prosecute this war to the utmost. In such a time as this we naturally turn to that great office, the greatest in our land with the exception of the office of President, and I am confident that in times like these that office turns to us. We need each other to work out these great problems. Rochester is deeply honored to-night by the presence in her midst of the man whom we have elected our Governor, Charles S. Whitman. [Applause.]

[Audience rises and sings “America”]

Governor Charles S. Whitman, Address

I congratulate you most heartily. I congratulate the City of Rochester and the Chamber of Commerce of the City of Rochester upon the opening of its new home, of this building which adds so much to the beauty and to the attractiveness of this most beautiful and attractive city. Commerce and art, these have been handmaiden of progress, and the dedication, if I may so use the word, I believe the President used it, of this new Chamber of Commerce building in the City of Rochester is an event of importance not only here, not only to the people of the city, but to all the people of all the great State of New York. And coming at a time as it does, when progress itself seems threatened, when the commerce and industrial activities of the whole world are suffering as the result of terrible war, this event is significant, it seems to me, as evidence that among our people even in time of stress, the arts of peace are not to be forgotten.
Chamber of Commerce Building

Those most successful commercially have been sometimes and by example, and sometimes perhaps far too often, depicted as selfish, self-centered, regardless of the rights of others and the real service to a community or to a people. This great commercial conviction has often been unrecognized, even by those to whom the greatest service has been rendered. Capacity for sacrifice is a test of the greatness of a nation as it is a test of the greatness of an individual. The modern criticism of America has been that in its concept of manhood there has been too little of the idea of service, of renunciation, without which great national characters cannot be built up. I believe that the events of the last weeks and months—I think I may say that I know that the events of the last weeks and months here in our own State as well as in our own land—have demonstrated that such a charge and that such a criticism is unjust and is unwarranted. Those who have said that business or that commerce is self-seeking, particularly American business, self-centered and selfish, and those who have believed that in the pursuit of material gain and profit that we have lost or are losing our American ideals, must admit, it seems to me, that the willingness with which American business men are giving of their time, strength and energy, are sacrificing their personal interest, that the whole-heartedness with which they have thrown themselves into the advancement and preparation for the defense of the cause to which our country is committed, that the readiness everywhere manifested whatever may be the personal discomfort or loss, to give to the country of their means, of their strength, of the best that is in them—yes, and life itself—that these things establish beyond question that the spirit which brought this Republic into existence almost a century and a half ago, and which enabled us to survive the shock of a terrible civil war, still lives forever young in this land of ours.

NATHANIEL ROCHESTER

Just 100 years ago this year Nathaniel Rochester sat in the convention held at Canandaigua—he acted as secretary as a matter of fact—the convention called for the purpose of urging the construction of the Erie Canal, the great public work which perhaps has contributed more to the growth, development and upbuilding of this country of ours than any other work carried to successful completion in the history of our land. This action today, the opening of this new Chamber of Commerce of the City of Rochester, a building itself the last word in progressive architecture and beauty, is a fitting
centennial celebration of that event; for the important part played by Nathaniel Rochester at that convention was indicative of the part that the city which was forever to bear his name should play in the development of this wonderful region of the State and of the nation.

Important as is the canal in time of peace I believe that its benefits to our people in time of war are by no means inconsiderable; as it may be used for the transportation of the vast amounts of food and supplies. I believe it is to be so used, if the war is to continue. Monroe County’s share in urging it, Monroe’s County’s share in building it, Monroe County’s share in protecting it, as I shall call upon you to protect it, justifies us in believing that this occasion in a degree at least may be regarded as commemorating the work begun by Nathaniel Rochester and his associates in 1817 in Canandaigua.

It is unnecessary for me to enlarge upon the vast importance to the people of our State of the development of the State’s resources, particularly encouragement and protection by the State itself of the activities in which our citizens are engaged. Of course it must always be true that in the last analysis the growth and the development depends in no small degree on the character, energy and integrity and the courage of the individual or individuals directly concerned. Natural advantages may go far toward placing one community or one locality in advance of another, but the kind and the quality of the population is apt to be the controlling factor contributing to the prosperity or the lack of prosperity of the American town or city, and this City of Rochester has been peculiarly blessed, more I sometimes think than many of its people realize, has been peculiarly blessed in the quality of manhood and womanhood which it has ever been your privilege to possess.

One of the interesting features of the municipal life of the cities and towns of our state and of the land during comparatively recent years has been rapid growth. It has been really remarkable throughout our country, the increase in the influence and importance in various communities great and small of the Chamber of Commerce, until to-day in almost every town of substantial importance even though it may not be numbered among the cities of the land, we find an organization of those interested and concerned in the community’s welfare, not all necessarily actively engaged in commercial pursuits. It has been very interesting to me to observe how keenly alive members of many of these organizations are to the possibilities of their own locality, their desire to obtain industries, and avoid taxation for them, how zealous and resourceful they may become in their
efforts to bring to their own community every possible benefit and every possible improvement. I believe that these organizations may occupy a somewhat broader field than perhaps was contemplated by many at least of their organizers. Representing as they do or should all of the proper activities of the population, scrutinizing as they do or should the character, reputation and qualification of members, recognizing no distinction of race or creed or politics, I believe the Chamber of Commerce in most of our cities may be the real civic forum of the future for the proper discussion, determination and perhaps solution of many of the problems connected with our modern municipal life.

I believe that an organization such as this may be really a committee on Home Defense. For instance that in such a period through which we are now passing when the armed forces of the State have been taken into the federal service, the Governor and State authorities may properly look to such a body of men as this to arrange for the protection of health and property and life, for their co-operation in providing such force as may give adequate protection to the citizens of the State in all their interests. Certainly the ideal association which a Chamber of Commerce should be contains among its members those best informed and best fitted to advise on all questions vitally affecting the life of the community, and I want to assure you gentlemen that should the occasion arise I shall feel secure in calling upon this organization for counsel and for assistance, knowing as I do that it represents the best thought of the best men of the City of Rochester.

AN ORGANIZATION’S ENDORSEMENT

I want to offer a suggestion if I may be permitted to. It is only a suggestion and perhaps, and I think it is quite likely that it in no sense is applicable to your organization. I have repeatedly observed that some organizations of citizens, however good the purposes of the organization, however unselfish and public-spirited the disposition of its members, entrust sometimes the expression of the organization’s opinions to very small committees with more or less absolute power, which committees in turn delegate their powers to one or two members perhaps, if not to paid employees or clerks, and they are filed in Albany—I presume it is the same in Washington, Senator [turning to Senator Wadsworth]—there are filed sweeping endorsements of the measures approved by such and such an organization of almost State wide fame or of ringing protest against the action taken or premeditated purporting to emanate from some club,
association, chamber or board, when in fact perhaps not a half dozen of the membership of a thousand more or less have any knowledge of the action of the organization thereon. I have been confronted since I have been Governor with resolutions of associations of which I am a member, protesting against proposed actions of the Governor or of the legislature; in fact I am on the legislative committee of one of these organizations. [Laughter.] Of course large organizations must act primarily through committees or on the advice or information obtained from comparatively few, but there is a great tendency to confront legislators and administrators, State and Nation, with the alleged actions of civic organizations, which action is ill-considered, or, to be perfectly frank, is not considered at all by the organization.

I am speaking not to you gentlemen alone because I have no reason to feel that such conditions as these exist, or can exist, in the Chamber of Commerce of Rochester, but I would urge all organizations such as these to recognize the responsibility which is theirs on account of their membership, that as a result when the Chamber of Commerce of Rochester speaks with regard to matters of public importance in the State or the Nation, it may speak with influence and with power, that intelligent men in public office may heed what you have to say or rather will believe what you have to say. It is not at all uncommon to-day for those whose motives are selfish and sinister to secure or attempt to secure the approval of worthy organizations for unworthy things, as a result of the fact that some members or members of sub-committees are empowered or believe they are empowered to speak for the whole organization. I have heard the statement made a good many times that it is easy enough to secure signatures to any kind of a petition for any purpose whatever provided two or three well-known names appear thereon, and like other men situated as I have been, I have been called upon to regret many times the case with which an apparent endorsement for almost any proposition can be obtained from men or from organizations that represent the very best there is in American life, provided only that shrewd and skillful manipulators or accelerators direct the efforts.

**How to Make Itself Heard**

In consequence of the pressure under which our business and professional citizens labor, it is well-nigh impossible for them to thoroughly acquaint themselves with the details of the problem with which Courts and legislative bodies and executives are compelled
Chamber of Commerce Building

daily to deal. As I said before, I believe in this connection I have no
particular man and no particular measure in mind, but I submit the
subject for your consideration. I believe that a body like this should
be a powerful body in city and state. I believe that when a Governor
is informed or a committee in the legislature is informed that the
Chamber of Commerce of the City of Rochester is against this propo-
sition, that the Board of Trade of the City of Buffalo is for this
measure, that the Chamber of Commerce of Syracuse or the other
cities of the State, I say when protest is made against such a propo-
sition or an endorsement is presented, it should be a powerful protest
or a powerful endorsement, and to make it so those to whom it is
addressed must really believe and must have reason to believe that it
is the expression or opinion of the vast body of the members of such
an organization as this, not of a few who direct or control with regard
to legislative protest, with regard to executive action or the endorse-
ment of executive action. When your committees speak they should
speak with this organization back of them, and from my own experi-
ence I can say that this is very rarely the case at Albany.

As representing the people of a great State, profoundly inter-
ested in all that concerns the welfare and the prosperity of all of her
cities, a State to which Rochester and its citizens have contributed
so much for so many years, and of which all of her people are justly
proud, I congratulate you upon the condition of your organization,
upon the fine building which is to be the home building, upon the
prosperity of your city, of our city, of its successful and increasing
activities and the public spirit which has prompted this gift and which
is so thoroughly appreciated here; but above all else on the integrity,
the character, the patriotism of the men and women of Rochester
who have made the city what it is, and on account of whose efforts
and devotion its splendid future is assured. [Applause.]
MAURICE CASENAVE
MINISTER PLENIPOTENTIARY OF FRANCE TO THE
UNITED STATES
PRESIDENT HARPER SHLEY, Introductory

TO bring a thrill to the heart of any man it is necessary
now in these times only to mention the name of our great Ally,
France. [Applause and cheers. Audience rises and sings “The
Marseillaise.”]

M. Casenave is a man who has served his country in many
capacities. He comes to speak to us to-night not only out of the
fullness of his experience as a diplomat, but as one who has
made his supreme sacrifice for his country. Gentlemen, I intro-
duce M. Casenave. [Prolonged
applause.]

MAURICE CASENAVE, Address

When M. Tardieu, high commissioner of the French Republic,
told me the news—sad for you—that he could not attend the inaugu-
ration of your Chamber of Commerce, I must confess to you that I
displayed a joy which you certainly must find very inappropriate,
and I applied at once for the honor of representing him.

As a matter of fact, although you do not know me, I am an old
friend and an old admirer of Rochester, a friend and admirer of
thirty years. Thirty years ago when I first came to the United States,
I passed through your city on the way to Niagara Falls. Here I had
to change trains but missed my connection and thus had plenty of
time to visit the city.

And I was overwhelmed with admiration. At that time I knew
the United States only through the fiction of Fenimore Cooper—
“The Spy,” “The Last of the Mohicans” and “The Prairie.” Right
out of the neighborhood of New York I expected scarcely anything
but Indian kits, and so far away in what I thought the Far West, I
found a beautiful city of 100,000 inhabitants.
Chamber of Commerce Building

Since then I have always had the desire to see Rochester again, and you can imagine with what joy I seized the opportunity of satisfying my wish. My gratification was even greater when I knew that I was to have the honor of visiting your Chamber of Commerce.

My situation has changed since 30 years ago. At that time I was only a novice diplomat who tramped through the United States to join his post in the Far East. But since that time I have added business to diplomacy, so that I can now appreciate the good fortune that has brought me to your city.

Finds a New Rochester

As a business man, I asked before coming, for some accurate data on the progress made in Rochester, which is, I know, among the 50 largest cities in the United States and the third in the Empire State. A friend of mine furnished me with an amount of information, of which I shall not speak, because no doubt you know it better than I do myself, although I know very well that generally a foreigner is better informed about any place than the inhabitants themselves. In any case I tried to arrive here yesterday, early enough to visit the town and have a look at your buildings, your parks, your rivers, so that I could judge for myself the progress achieved since my last trip. But rain prevented me doing so yesterday. But I did it to-day.

By the documents which were handed to me, I saw the great part which the Chamber of Commerce has played, since its origin, in this progress, and what kind of help it did tender to His Honor, Mr. Edgerton, your progressive mayor. This part extended in every direction, national defense, education, legislation, roads, parks, means of communication, and really I would have been astonished that men who were at the same time educators, engineers, architects of their city—and even singers—could find the time to attend to their personal business, if I had not known that altruism is distinctly an American virtue, and that Americans are such good managers of their leisure, that they always find time to attend to their own business, after having attended to the interests of the public.

But my faithful, although for 30 years ignored, love for Rochester was not the true reason of my coming here. It was not either because this country, where rises to-day your city, was discovered more than 300 years ago by some daring countryman of mine. It is not because we want to commemorate the struggle which, in the days of old, America endured with France, as you greeted yesterday our
former common adversaries, who became our allies and faithful friends of to-day. If we were all invited here, Americans, English, Russians, French, it is because all of us, now, are fighting for the same cause.

This cause is the one for which we Frenchmen have always fought on the battlefields of the world. In America, in Europe, during our immortal Revolution, and in the Orient, to remove the odious yoke of the Turks from Greece, and from the populations which moaned under its burden. It is the cause of Liberty.

This cause has cost France the generous outpouring of the blood of its soldiers, as well as the sacrifice of accumulated treasure inherited from our ancestors. Your patriotism does not allow you to hesitate, citizens of America, to give to-day to it your beloved ones. Your natural generosity makes you dispose of your riches, with a munificence without precedent in history.

We admire your patriotism and your generosity. But, participating in a function which, in other circumstances, should be of an exclusively commercial character, I must not forget, even in these troubled times, that, as a business man myself, I speak to business men. I would like to show you that your patriotism as well as your generosity are sound advisers, and that the issue of the present war is worth all the sacrifices which, as fathers as well as business men, we are ready to accept for it.

WE FIGHT FOR LIBERTY

Yes, gentlemen, Liberty, for which we are fighting, bears in itself a fruitful seed and the battles gained for it were never in vain. Like the ancient hero, who struck the ground with his foot and brought forth legion, Liberty brings forth out of the ground strong virtues, sources of every good, moral as well as material—energy, which doubles the product of work, sentiment of social duty, solidarity—which unites all human beings in a common effort to obtain all progress, moral as well as material.

There is the organization, the mobilization of the different moral forces of a nation, which is necessary to the different material forces, and without which they would amount to nothing.

It is not difficult to find evidences of the truth that mobilization of the moral forces of nations is due to a great extent to struggles, which have the passion for Liberty as motive and as an object; all your history is an evidence of it.
Please read it with attention. Look at the progress which the British Colonies, from which you originated, realized since your War of Independence. Look at the even more astonishing progress which your country has made since the Civil War—the war which, according to all historians, civilian as well as military—was the most like the present one!

At the end of your War of Independence, when George Washington laid down his general’s sword to become the most peace-loving of your Presidents, the United States counted only about 3,200,000 inhabitants. In 1860 the United States counted 27,000,000, and today more than 100,000,000 human beings enjoy freedom under the Stars and Stripes!

Now, take your city of Rochester itself. About 1810 Nathaniel Rochester, with a few companions, came from Maryland and established a settlement here. At that time it took courage to go westward to the little known and sparsely settled country near the shore of Lake Ontario. Fifty years afterward that settlement was only a city of 30,000 inhabitants. It is during the fifty years which followed your civil war that your population of thirty thousand grew to be 250,000.

And to what do you owe that progress, gentlemen? And whence came those fearless pioneers sung by your great national poet, Walt Whitman. Whence did they draw their energy? That energy, which threaded your endless continent with railroads, along which grew immense cities; which transformed the prairie, crossed only by Indian tribes and buffalo herds; which searched the ground to extort the metals, coal and oil. They have drawn that energy from the fight led by the most human of men, immortal Abraham Lincoln, which, with a heroism unparalleled in history of civilized nations, they did not hesitate to undertake against their brethren themselves, for the idea of Union and Liberty.

THE EXAMPLE OF OUR FATHERS

And let us admire that marvelous linking, which conducts to the constant development of our Mankind. Listen to what those soldiers, your fathers, say when peace was restored and they became pioneers of the west: “You, our sons, follow our example. Those fields we fertilized. Those mines we dug. Let them be used by yourselves as we used them. Let them be used to proceed with the holy fight which we fought for ourselves, and which you even more generously, are fighting for the freedom of other nations.”
Official Opening of Rochester

Listen to their voices, gentlemen. You are ready to spend—not without calculating, because we, men of business, know that spending without calculating means only waste and squandering. But you are ready to spend without hesitating on the greatness of the sacrifice in men, on the hugeness of the sums necessary to reach our goal. And now be certain that the heroism of your sons will assist the moral progress, that the riches of the fathers will assist the material progress of humanity.

Look at the result obtained by our struggle, even before you came into it. Russia, that immense country, that big nation, is free. The country is still shaken by many convulsions, it is true. As one of the great orators of our Revolution said: “Liberty is begotten amongst tears.” But they will triumph, as you Americans, as we French, have triumphed ourselves. They will come out of fight youthful, vigorous, prosperous.

May they profit by the example of France! At the beginning of our Revolution, disorder and squandering added to continuous wars, had disorganized finances. Ill-advised legislation, which was the result of the first intoxication of a nation unprepared for liberty, a war maintained against all Europe and conducted by the generals of Frederick the Second, first patented inventor of Prussian efficiency, achieved our ruin. It was complete in 1795. But five years later, when the war was not yet even at an end, financial order was restored, and on such a sound basis that France, even after having borne the enormous burden of the Napoleonic wars and of their financial consequences, found itself during the following fifteen years, in a material prosperity which she had never enjoyed before.

Thus were our wounds healed in the past. And thus shall the wounds be healed when triumphant Liberty shall have restored peace.

Washington and Lincoln

What I am telling you, gentlemen, is what George Washington believed, when he, a peace loving man, decided to go to war. It is what believed that man in whose breast beat the most human heart which ever beat in a human breast, Abraham Lincoln, when he was fighting at the same time the copperheads and the rebels. It is, I am sure of it, what your illustrious President himself believes, that man who kept you out of war with that obstinate patience which is now the admiration of the world, and who invites you now to proceed vigorously to the war to secure an everlasting peace to mankind.
Chamber of Commerce Building

This peace will come. What a triumph then! What a glory for those who will have fought together for liberty! This triumph, this glory, we do not need to commemorate by one of those grotesque and colossal monsters made in Germany! Our monument will be a simple block of granite on which we will inscribe these words, fulfillment of the hopes of your great President Wilson, “Now the world is safe for Democracy.”
JAMES W. WADSWORTH, JR.
UNITED STATES SENATOR FROM THE STATE OF NEW YORK

PRESENTER HARPER SHILEY, Introductory

There is one office so high and so honorable that I can conceive of no man that would not rejoice in its possession. I speak of the position of a Senator of the United States. There may have been times when men spoke lightly of the United States Senate. Those times are gone. To-day the United States Senate is a body of men who all this last summer have worked magnificently for our country. There are many men of longer service, but there is no man who stands higher to-day in loyalty and patriotism and usefulness than our own Senator from the Genesee Valley, James W. Wadsworth, jr. [Applause.]

U. S. Senator James W. Wadsworth, jr., Address

I endeavored in saluting you to place the emphasis on the “Fellow Members,” for I am glad to have been a member for the last seven or eight or ten years; and I am gladder to-night than ever before, for certainly this occasion, this gathering in this building is a source of congratulation for every one of us; and it is perfectly apparent, if you will permit a member to do a little boasting, that this is about the most enterprising and the busiest Chamber of Commerce in the country. We have been fortunate in a line of presidents of this association, which have been eminent in the life of this city, and in the surrounding country; and we have been fortunate also, I may say, for quite a period in having the services of Mr. Woodward, as our Secretary. I know full well just how uniting his efforts have been, for, if there has ever been a carefully prepared and broadly planned campaign of publicity in the hands of a secretary of a chamber of commerce, such a campaign has been planned and carried out by our secretary.
Chamber of Commerce Building

I know we are all inspired by the message which we have just received from the representative of France. It is pretty difficult, in fact impossible for any one of us, I assume, to express in appropriate language the feelings which we Americans entertain toward that blessed country at this hour. We have seen her standing on that far flung battle line now for three years, exerting every atom of her strength, undaunted, without flinching, with absolute unselfishness, with her glittering sword in the defense of the liberties and rights of simple, humble men and women, and I believe that we Americans as these years have gone by, as we have approached this movement, this crisis in our history, appreciate to the full that during all those weary months when France was spilling out her blood and her treasure in that gallant contest, she has in fact and in truth been defending America. [Applause.]

Glad America Is in the War

Many events have transpired, gentlemen, in the last few months which must have given us cause for thought. Many matters have been disclosed which make it entirely apparent, if indeed they were not apparent sometime ago, that America went into this war primarily in self-defense. The documents and the statements that have come to public view here in this country quite recently when taken in conjunction with documents and statements and evidence tried out in various criminal trials under the federal jurisdiction make it perfectly plain that while we cried “Peace, Peace,” there was no peace; and that day after day and night after night, week after week and month after month a steady, insinuating, cynical, cruel conspiracy was being hatched and carried forward to undermine the institutions of the United States and to make this country’s future insecure. And when we entered this contest we did so, I believe, with a full realization of the fact that taking our place as we do beside the gallant French and the gallant British and our brothers across the line in Canada, we are defending ourselves and defending them and civilization against the direst threat that has been leveled against civilization since the world’s history commenced to be written. The way to win the war, I take it, the way for a great country such as the United States to bring its influence to bear in the most effective way, is to search out the enemy wherever he may be and defeat him. It can do no good—I thank heaven we have given up this idea—it can do no good for us to sit upon this side of the Atlantic and make faces at Berlin, and I know that you rejoice as we in Washington have rejoiced during all this summer that American troops under American
commanders have taken their place to bear their share of this world's burden. [Applause.]

I may be somewhat unorthodox this evening in that I shall not attempt, and I would have no right to attempt it, in that I shall not attempt to advise business men of their duty in this national crisis. I share with the Governor of the State the sentiments which he expressed a few moments ago concerning the patriotism and unselfishness of business men. It has been my privilege during the summer months just passed and during the session of the Congress about to draw to a close, to come into contact with hundreds of leaders of business and enterprise of this State and of this country, who have come to Washington and offered their services to the government, willing, as they have shown, to lay aside their responsibilities and obligations at home and anxious to help the government of the United States, our government, to conduct this war in such a way that it should be brought to an early conclusion. I have discussed questions of taxation and financial matters with hundreds of them, and not upon one single occasion have I discovered a single piece of evidence, a single hint that the business men of the United States have any other desire than to give everything they can to their country. The undertakings which the administration have embarked upon as you know upon an enormous scale, such was the condition of our preparedness, and perhaps we should say unpreparedness, when we entered this contest, that the government has found it necessary to accomplish a great number of efforts within a comparatively brief space of time. The government has been compelled to start in de novo in many respects in a preparation toward making America efficient and effective in the war. It is an old saying that hindsight is more reliable than foresight.

Shipping a Great Problem

I think there is a lesson, my friends, to be drawn from the situation of America at this hour, not a lesson of discouragement, by no means, but a lesson which we can well take to heart and keep stored away in our memories. We know now that no great American war can be conducted without an accumulation of materials and resources hitherto undreamed of, and without a degree of preparation made in advance which this country performe has never attained. We now know if we did not know it before that the underlying problem for us to solve in our conduct of our share of this war is that of shipping, and we look back with regret, at least I hope we look back with re-

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gret to the fact that when the European war broke out of all the foreign commerce of the United States only eight per cent was carried in American merchant ships. What a blessing it would be for us, for France, for Britain, for Italy, if during the years that have gone by, if during the last ten or fifteen years we had encouraged the upbuilding and the maintenance of an American mercantile marine! Let us never forget—and I hope we never shall—that particular lesson, for now we find ourselves compelled by the very nature of the case to start in, as it were, de novo, to build 3,000 merchant vessels, and attempt to do it at such a rate of speed and with such efficiency as to overcome the submarine menace. We can do it, my friends, and we shall do it. [Applause and cheers.]

The ramifications of modern warfare are almost beyond description. It enlist, this modern warfare, the efforts of every man, great or humble, and it inevitably places burdens difficult to bear upon people that engage in such a war. Thank heaven the effort has been made, and I think successfully, in this present extra session of Congress to so distribute the burdens both of military service and of the payment of taxes in such a way as to rest as evenly as possible upon the shoulders of all those people who are able to bear them in proportion to their means.

We can count ourselves fortunate, I believe, that in entering into this war we have done so with a true vision of the ideals of democracy. With that ideal ever before us, a democracy such as ours is irresistible.

Financing the War

As business men, of course you have been interested in the debates and proceedings of the Congress, particularly with relation to the financing of the war. There have been two schools of thought, if you will permit me to dwell for a moment upon what has happened in the Congress, there have been two schools of thought whose principles have been uttered in relation to taxation and finances, one school contending that the proper and wise thing to do was to so impose taxes upon the citizens of the country as to raise by taxation practically all the money needed to carry on the war. That policy was denounced the conscription of wealth. The other school of thought contended that that policy, the first school, that business policy might be wise, probably would be wise, if each and every one of us were convinced that the war would last but one year. Practically speaking there is scarcely any limit to the amount of money which could be raised by taxation in the United States in one year.
but those of us who have endeavored to project our minds toward the future, have believed that in the event of this great contest continuing more than one year from now, it is absolutely essential that the industries and agriculture of the United States continue to run on ever expanding. [Applause.] So it has been the desire and the purpose of the Congress and the belief of the administration so to distribute the burdens of taxation and so apportion the amount of funds which should be raised by borrowing from the people in the form of liberty loans, as not only to permit each and every industry and all branches of agriculture, but to encourage each and every industry and all branches of agriculture to go forward instead of going backward, and with American industry and American agriculture going forward, produce each month as the months go by more and more of the materials that are necessary for the winning of the war.

Bear the Burden Noble

It is inevitable that America can bear the burden for as long a time as it will take to bring this world agony to a conclusion, and so we have launched out into this great effort in self-defense, and to help those who have been contending for us, and incidentally to repay debts incurred at Yorktown [Applause.] To repay a debt that our Canadian brothers and our British friends have allowed us to accumulate.

Now we are to take our part. We are taking our part. Our men are there now and they are going forward week by week, and that process shall continue both in transportation of men and supplies faster and faster as the months shall go on until the power and the influence of America shall roll higher and stronger with a greater and greater momentum, with a speed that shall become so irresistible that at the end when it reaches that battle-line, America will be enabled to fulfill a divine purpose and bring it to an end.

[Applause and singing "Star Spangled Banner"]
The Relation of Government and Business for the Winning of the War

COMMUNITY DAY

FRIDAY, OCT. 5

Dwight S. Beckwith, of Albion, Chairman of Community Council, Presiding

Invocation—Rev. Charles Herbert Rust, D. D., Pastor of East Avenue Baptist Church
Greetings—Harper Sibley, President, Rochester Chamber of Commerce
Roland B. Woodward, Secretary, Rochester Chamber of Commerce
Edward James Cattell, Statistician, City of Philadelphia
George A. Post, President, Railway Business Association
Dudley Field Malone, Former Collector of the Port of New York
THOU God and Father of us all. Thou who hast hallowed every phase of human relationship, Thou who art interested in every phase of human life and Thou who hast made sacred the genius, thrift and ambitions of men that make for human progress according to high moral ideals, we humbly bow before Thee at this hour of signal achievement in the commercial and industrial life of our city and the larger community.

We give Thee thanks for the men who are leaders in the commercial development of our community. We thank Thee for their ever deepening consciousness of the morale of business and for their devotion to the betterment of all human conditions in our midst.

We pray Thee to forgive us for the failures of the past and to inspire us anew with the holy purpose to make Rochester and its environs a community where the people possess a keen sense of the higher human values, ideals and objectives, where all our activities are permeated with the spirit of fair dealing and those qualities of character which harmonize with true brotherhood and make for genuine moral advancement, and where love, justice and fraternity abound.
We are gathered to-night for the third annual banquet of the Community Council of the Rochester Chamber of Commerce. We have come here from "Somewhere in the State of New York." That makes me think of the teacher that had a class of boys, and she was asking them if they could tell of some prominent place in France. No one answered, and finally one little boy held up his hand, and the teacher said, "What is it, Johnny?" And he answered, "Somewhere." We have come from "Somewhere in Western New York," and we are not ashamed of Western New York. You are all aware that the Community Council of the Chamber of Commerce is composed of about 27 Chambers of Commerce in small towns in about seven counties surrounding Rochester. We are, as I believe and as far as we know, the first Community Council that ever was organized in the United States. We are prime movers in that line. We have had at different times from other States, after they have seen something in the papers about our Community Council, letters asking what the Community Council is and what it does. I believe that we can tell them, and we have told them, that we have done a very good work. We have united the interests of the small towns of Western New York with a central point, which is Rochester and the Chamber of Commerce of the City of Rochester.

An Active Organization

We have done some good work during the last year. We want to try to tell you very much what we have done. The Executive Committee has done quite a good deal of work, and we have made felt throughout the State an influence upon some vitally important questions. We have a very strong organization, and one that I hope will grow stronger yet. I believe that we will begin to feel that there will be a great many yet that will want to join the Community Council or the Chamber of Commerce of Rochester from our small towns,
in addition to those we have. It is certainly a great pleasure to-night.

I feel myself to meet as we do in such a building as we have

here now for the Chamber of Commerce of Rochester. This has

been made possible by the help of a very beloved citizen of Rochester.

We all enjoy it, and I believe we are going to enjoy it more and more

in the future. Certainly the Community Counsel will do its part to

make use of it and enjoy it.

So we welcome you all here to-night, and hope you will feel that

this has been one of the best banquets we have had. During the last

week we know, those of us who have been here, that the Chamber of

Commerce has been dedicating this new building. They have had

some great meetings, some interesting speakers, and they claim these

to be the most interesting series they have ever had in Rochester.

During this week there has been one of the men of the Chamber of

Commerce of Rochester that has had a good deal to do with the

success of these opening dedicatory exercises, the President of the

Chamber of Commerce. I want you to hear a word from him to-

ight—President Harper Stiley. [Applause.]

HARPER STILEY, PRESIDENT OF THE ROCHESTER CHAMBER
OF COMMERCE, GREETING

One thing at least that our Chairman said is true. It is my

duty to travel widely, and I come from time to time into every

State in this country, into Canada sometimes, into Mexico, and

across all the more traveled sections of the country, and I am

sure that there is no place like Western New York. When I see

rolling hills with fruitful farms, I think of home. I see beautiful

lakes, but not as beautiful as those of Western New York. I

see fine gatherings of people, but not as fine a people as the peoples

at home. I am not going to make

a speech to you. That is not my job, I am glad to say. There are

celebrated gentlemen here to-night who are here to address you. The

gentleman on my left, Colonel George A. Post, who comes from a

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good way off, I discovered originally came from Henrietta. [Laughter.] So now I know why he is so distinguished.

ROCHESTER THE CENTER

But I do want to say a word of greeting and welcome. This building to-night is your building. And the Chamber of Commerce is yours. Everything we have is yours. We hope that, having found your way here to-night, you will find your way here in future. We hope that Rochester is the center for all, and, if you come to Rochester, this building is the center of Rochester, and we hope it will be your center. We exist for service to the community; and the community is not Rochester, but everything that lies as near as we can get hold of. We would like to go all the way to Buffalo. We would like to go all the way to Syracuse. We would like to get hold of everything we can reach, and that is all those places you come from. I would like to say one word, not only of welcome, but of appeal.

The great message that we have had all this week from these distinguished men: The great gentleman from England, Lord Northcliffe, the great gentleman from France, the Minister plenipotentiary, M. Casanova—the great message, of course, has been the message about the war. We must win this war, this greatest of all the wars the world has known, and, please God, the greatest the world ever will know. We must win out. To do that—we can only do that through the co-operation of every man and every woman in Western New York. We may not pull apart and win the war. We must pull together.

Now, the Chamber of Commerce exists to bring men together, and the part which the Chamber of Commerce is taking in your celebration to-night is nothing but the fulfillment, at least in a certain measure, of its function of bringing people together. And I am particularly glad then to welcome you all here to-night as co-workers together with us in Rochester in this great project of bringing the full strength of our country to the fight for freedom. [Applause.]
Chamber of Commerce

Official Opening of Rochester

Chairman Dwight S. Beckwith, Greeting

The man who was the first President of the Community Council was invited to be here to-night, but he could not come, and he has sent the following telegram:

Hackensack, N. J.
Community Council,
Rochester, N. Y.

Regret official duties prevent accepting your kind invitation. May the new home be the beacon light for all America, inspiring both vision and highest progress. Kind remembrances to all.

Joseph A. Broderick

I was very glad to hear the president of the Chamber of Commerce refer to Western New York. We have indeed a beautiful country. There is no question about that. We are all aware of that, and when we take into consideration what it is, I hardly think that we any more than realize the beauty we have, the magnificence that we have and the great breadth of the products of this Western New York. Think of it! Something that has never happened before in the world or in the United States, 7,000 carloads of peaches raised in Western New York! There never has been so many in any one part of the country at any one time as this year in Western New York. When you consider that and all the products of Western New York, you appreciate we have a wonderful place and that there is no better place to live in. I think every one will say that that ever has been here. The City of Rochester is a beautiful city. Every one that comes to Western New York speaks highly of Rochester, as being one of the most beautiful cities they were ever in in the United States. I think they are right, and in that city there is one of the best Chambers of Commerce, it is said by others, by a great many people, one of the best Chambers of Commerce in the United States. [Applause.] From the very beginning it has worked up to be a wonderful Chamber of Commerce. [Applause.]

We know that in any great organization, anything that has worked up to a great point must have some one that is at the helm,

Roland B. Woodward

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that is working hard and preparing—making the machine go. We have with us the Secretary of this Chamber of Commerce, who has done so much in building up the Chamber of Commerce of Rochester, and in building up the City of Rochester. We would like to hear from Roland B. Woodward. [Applause.]

ROLAND B. WOODWARD, SECRETARY OF THE ROCHESTER CHAMBER OF COMMERCE

You are twice welcome, although you know that you do not need to be welcomed at all. It is a great pleasure to have you here to-night in this wonderful building of ours—of yours and ours, for I feel that it is a community asset, and that Rochester is not a city but a community. As you will all very well know, the Rochester Chamber of Commerce during the last ten years has endeavored to serve you, to be useful and helpful to you and never to exploit you. It is only by that spirit of service that we have built up this Chamber, and only by increasing it and enlarging it that we will begin to have your confidence and your support and your co-operation.

This beautiful building not only typifies but reveals the Rochester Chamber of Commerce. Its architecture is of the Italian Renaissance, and signifies the opening up of the windows of the mind and of the soul to the flood of light. Prof. McElroy told us the other night of the legend which he read on the front of a little house in China, which read: “I live in a small house, but it has large windows that open out upon the whole world.” And so this building is a frame set with windows to let in the full light of our community life and thought and hope upon the activities of the democracy in business and in civic and community life which goes on within it. It typifies the new spirit in our American commercial life, namely, “Open living.” And that is what this Chamber stands for, as many of you know, because I see in this audience men who have been friends and co-workers in this organization for many years. And as our President has so well said so many times this week, each time with a new emphasis and a new meaning, that we here at home are to summon every ounce of our physical and mental resources to uphold the hands of the government and to support the great mind and heart of our President in this battle for the freedom of the whole world. [Applause.]

THE BOY IN KHAKI

And I think that there is one answer to all our questions, whether we are in the office or the shop or the store or out on the fields, and
that answer is the figure in front of us when we want to know what we are going to do, when we want to measure the demand for service and sacrifice—it is the figure of the boy, your boy, in the khaki uniform of his country. You need not analyse it, you need never to be in doubt; but as that boy stands before you in your mind, you can settle all problems of what is right and what is wrong, and you can measure with precision the measure of devotion and service that your country demands of you.

And I have only one specific thing to suggest to you men and women of Western New York. In a few days we are going to ring again the Liberty Bell in the second great Liberty Loan, and I want to see a response from these towns and villages and from the country side, that will go ringing all over this land. Don’t tell me that the times have been unpropitious. Don’t tell me that there is a limited amount of money, but answer that question with the measure of sacrifice to which the boy in khaki summons you. [Applause.]
Chamber of Commerce Building

EDWARD JAMES CATTELL
STATISTICIAN OF THE CITY OF PHILADELPHIA

CHAIRMAN BECKWITH, Introductory

It seems to me that the Committee in its arrangements for
the speakers for the evening gave us a line of apostles. The first
one who will speak to us to-night is known as the Apostle of Sun-
shine, an apostle of perennial youth, an author, a journalist,
now Statistician of the City of Philadelphia, and lately made
Doctor of Science by Temple university, Edward James Cat-
tell. [Applause.]

EDWARD JAMES CATTELL,
Address

I would be less than man if
I did not feel flattered by your kind reception. I have known West-
ern New York for fifty years, and Rochester as well, and I often
feel like that Irishman who had the misfortune, he considered, to be
born outside of his native land. Supplemeting a remark of the
President of the Community Council, where he said that this organi-
ization was to bring men together, I thank God they know how to
bring the ladies too.

God made man first and Eve afterwards, but man has been after
Eve ever since. I have a sign in my office in the City Hall of Phila-
delphia: "If a pretty girl passes and I don't notice her, send for the
morgue car; I am dead." It is a year in which we need courage.
About a hundred years ago I learned that from a girl whom I was
sparking down at Atlantic City, on a wonderful moonlight night—
You know what the moonlight does. (As I remarked once in Roches-
ter, you never see cheap furniture with a marble top.) [Laughter.]
There was that wonderful sea breeze, that ties knots in your nerves.
She said, "Why don't you kiss me?" I said, "I can't. I have some
sand in my mouth." She said, "Swallow it. You need it." What
we need is sand, courage, because it is the coward that is cruel. Re-
member the old song, "Tender hended, grasp a nettle and it stings

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you for your pains; grasp it with a hand like mettle and it soft as silk remains." We must do big things. It is either live to serve, or die to save. We must take that lesson home. The world does not owe me a living; I owe it a life. And woman knows it all. She has sacrificed in her all the time. I love life intensely, and I expect to enjoy life more to-morrow than I did to-night. I want to live to be a hundred years old, then renew the lease, double the rent, and do my own repairing. We must get captivated with this thing we call life. There are no dregs in it. It gets better every year. I played a game of baseball down in New Jersey not long ago, and made a two-base hit.

Doctrines of Sunshine

My heart is warmer, my efforts are kindlier, the level of my life is higher than in the past. In the old days, I can remember you could not get two doctors to settle in the same block, now there are a dozen in the same building. We are coming to see that that which is the injury of one is the injury of all. We are coming to understand the new spirit of the age, of living and letting live. And your wonderful organization here is just as important to the life of this nation as any one of the three great divisions of our government—the executive, legislative and judicial. There must be this co-operation between the men who live and who think and who do, to come between the great mass of the people who are largely followers, and the great governmental body which is responsible for the passage of the laws of the land. You have got to do it. It is the cheapest insurance you can put on everything you have. We must combine, and you must combine, in this and other communities, the brains and the heart and the brawn, that we may get behind our legislative machinery the highest expression of power the world has ever seen, all the ability of each individual united, brought to its highest capacity of power, with all waste eliminated. We must do it. It is the theory of life. I said we want courage—courage, real courage, the courage of necessity.

I was asked up to Trenton one time to witness a curious experiment. They were going to try something recommended to give some of their worst criminals a little touch of freedom—men who had never exerted any self-control a chance to exercise it by organizing a baseball nine within the walls of the penitentiary. There were two nines. The umpire, a little man, would make some close decisions. These men, little accustomed to self-control, would rush at him, threaten his life. He never changed a decision—never turned a hair.
Chamber of Commerce

—the bravest man I ever saw. "Weren't you afraid?" I asked him.
"No. I am going to be hanged to-morrow." [Laughter.]

Hague Conference

Forgetfulness of self typifies even the Irishman who said to a comrade, "We get a shilling a piece for every German we kill. If we kill 2,000 Germans we get one thousand pounds. Thank God, our fortune is made." He did not think what the 2,000 Germans were going to do, but what the two Irishmen were going to do. One with God is a majority. All the moral forces are behind any nation that is fighting the right, and all the powers of earth and hell cannot prevail against it. This is a holy war. We are going into this war with clean hands, and coming out with hands empty save of honor. We fought like tigers in The Hague Conference to put one clause in, the sixth. We put it there, because of the belief that in time of stress we could buy abroad the munitions to protect our liberties and homes that we could not produce in five years, and save for the world the principles we stand for—that we could ask France when the time came to help us with arms and munitions of war, but we have to produce to sell that nation the arms which will prevent German autocracy from killing our best friends. Yet people say we should not have sold arms during the war. There are no two sides to that question, any more than it is right to cheat at cards when a man is in your home. It is easy to tell the truth to somebody else. I had a dear friend, whom I met one night on the street. He said to me, "I am in awful shape." "What has happened?" I said. "You are drunk." He said, "If I am not, I have been swindled."

I said I believed this war had behind it the greater powers. But they only help men, when they do all that they can for themselves. An old woman once said, "The Lord will do only one-half of the work, but it is the last half." We must get our feet on earth. It is all right to talk about the great principles for which "Old Glory" stands, but we must do something beyond rhapsodizing. In Australia sometime ago I was in a magistrate's Court. One of the prisoners happened to be a Salvation Army captain. "Where do you live?" said the judge. "Heaven is my home." "Thirty shillings fine." That is the advantage of living in the suburbs. Now, it is not talking about how much you love "Old Glory," it is what you are going to do to-day. The men who have gone over the ocean are living in the heart of life, not in the suburbs, where they can do real things.
AN EXAMPLE OF OPTIMISM

As I said, I love life, but I believe that to get all out of it we should, we must understand that happiness is like a shadow. When you run after a shadow it runs away. It is only when you run away that the shadow follows after us. So it is only when you bring happiness to somebody that God brings happiness to your heart. You must give first. Emerson’s most remarkable saying, to me, is that in which he says, “We are strong by our relatedness, not by our power of concentration.” How do we link up in the great scheme of creation, and the development of God’s plan. We must get that sense of oneness. You don’t know how closely you touch another life. I remember going out to see a friend of mine sometime ago, and on the train a man came to speak to me, about 60 odd years old. My heart has always been open to any one in trouble, and I saw he was. “Can I speak to you?” he said. “I heard you speak in another city a few months ago. Can I talk to you a few moments?” “Is it a serious case?” I said. “It is not only serious,” he said, “it is hopeless. We have just come from a consultation of ocuists over my boy’s eyes. There is no hope. He is all I have. Fourteen years of age. I am 61. That is not all. My wife, who has made me all I am, is seriously ill. The doctors give me little hope. My work for 20 years failed a few weeks ago. I have had to start life all over again.” I wanted to help that man, but before I could find myself, he found himself, and he started again a new man. “Every one has been so kind,” he said, “My girl can be sent to some school. God will not take my wife. In 12 weeks I have gathered together some of my business affairs. Don’t miss that beautiful view of the river. You see the little island and the reflection of the setting sun on the river.” Do you wonder I believe in life?

Do your part. We don’t know how closely our lives are linked up with others. Think of others in terms of quantity and community. We will have strength to meet this crisis we are going through now. Be strong and clean and pure. Get a grip on that thought that each has a special work that no one else can perform. That if we fail to do our duty the level of civilization is lowered, and some one finds it harder to play their part. The splendor of living these days! You see good everywhere, if you will only look for it. Commerce? Emerson said the greatest civilization was trade. It is. Taking the gifts of God, and using your knowledge to make those things which make for utility of service. Not long ago I spoke to 4,000 men in a Western State, and I looked on hands producing $1,000 worth of produce.
Chamber of Commerce Building

an acre, which not long ago men refused to pay nine dollars an acre for. Intensive farming and overhead irrigation have done it. Everywhere you look on all sides you find new powers being created to ameliorate life, give new joy in living, and new power to make life happy for others. Do you realize that our immense wealth is only six years' income. Ninety per cent of all this immense waste we hear so much about will be offset by economies, and the economies will be along the lines of action. Mankind, in other words, will be better for the doing without things he used to spend the money for. If you will take the loss of life prevented in the last 10 years, you will find it will offset the loss of life produced in this war.

The Boys Across Seas

Now, I want to say this. We have got to fight this war to a finish. I have known every president of the United States since Abraham Lincoln, whose hand was on my head many times, and I believe if Lincoln were here to-day, he would say, "God give power to your words, my boy," Stand by the President. When the German Chancellor said, "A state is the sole judge of the morality of its own acts," he wrote "Obsolete" across the ten commandments and the Sermon on the Mount, because that man can make the murder of little children a qualification for office and any crime. It means the end of all commercial intercourse, moral growth, and civilization. There is only one side.

The other day when we had a procession of the drafted boys going to the front, as they rounded that old statue of William Penn, in Philadelphia, they were singing, "Where do we go from here? Where do we go from here?" They were going over the great ocean to France. Perhaps, under God's will, over the great ocean into the presence of God. I am an old-fashioned boy, who had an old-fashioned mother, who believed in the old-fashioned God. We are in the hollow of His hands, and I believe that He will receive those boys and that all the power that is His is behind the American people in doing and being that which will bring freedom and peace to the world. Just as the world nineteen centuries ago turned to the star of Bethlehem, and found a new hope, and a way to a new life, so I believe over seas that mighty nation out of their welter of blood will turn to the stars in the field of "Old Glory," and under God's Providence find a new leadership in the "ways of pleasantness and peace." May God give each of us power to lay every gift on the altar and to sanctify the gift, that through this national sacrifice a new life and a new hope may come to mankind! [Applause.]
GEORGE A. POST
OF NEW YORK, PRESIDENT OF THE RAILWAY BUSINESS ASSOCIATION

CHAIRMAN DWIGHT S. BECKWITH, Introductory

WE certainly have enjoyed the words of education and encouragement from Mr. Cattell. Our next speaker is known over the continent as the “Apostle of Humor,” but he always has a serious message, too. For years he has been the President of the Railway Business Association. He was one of the speakers at the War Convention of American business held two weeks ago in Atlantic City by the Chamber of Commerce, U. S. A. He is also a newspaper man, and at one time was mayor of a city. We will listen now to Colonel George A. Post.

GEORGE A. POST, Address

In order to properly square myself with this magnificent audience I feel that I must hasten to disentangle myself from that title “Colonel” which has been applied to me by the Toastmaster in introducing me to you. Now, all you have got to do is to look me over casually and you would know that I am no Colonel. The fact of the matter is that this title of colonel was fastened upon me by accident. It was wished on me, and ever since it was wished on me in a sort of pleasant mood by a friend, it stuck, and it has cost me a great amount of embarrassment. You know in the time of war like this, when you call a man a colonel it means something—it means that that man holds a commission from our people to do and die for his country and to lead into action hundreds of brave men who are ready to brave any danger that their country may live and that, therefore, the man who is not a colonel and never was colonel wants to duck the title mighty quick.

You know military men have an intense disgust for any person who will allow himself to be addressed by a military title to which he
is not entitled, and I know that perfectly well. Upon an occasion
not long ago I was attending a dinner and as I came along to my
place at the guest table I found just as I have to-night—a place card
marked “Colonel Post.” Well, I knew that that was meant to be
where I was to put on the nosebag, until I saw that next to it was
another card that said “Colonel Stall.” Just then I saw coming down
toward me a man of magnificent physique with fierce mustache and
an imperial, with his chest out, standing erect, marching with the
rythmic movement of a military officer; and, says I to myself:
“Ah, the real thing, and he is going to sit next to me and it is up
to me to get busy.”
And I said, “Colonel——.”
“Ah, Colonel Post——.”

“COLONEL’S” CONFESSIN

“That is what I want to talk about—this Colonel thing. I am
no colonel and I realize that we cannot have a pleasant evening to-
gether to-night if I should permit you to address me as colonel. You
are a man who is the real thing, whose very presence suggests all
that is brave and magnificent in manhood, and so I want to tell you
that I am not a colonel and it is all a mistake. It was applied to me
as a joke.”

And all the while I was making this disavowal he looked at me
with very stern visage, making me feel as though I was a miserable
creature, who was before a court martial—that I was crawling up
into his presence, seeking for forgiveness. And after he had heard
my story he said:

“So you are not a colonel?”

I said: “No, I am not a colonel.”

Then his face relaxed a little and finally broke into a smile:

“Shake, old man. I am nothing but a damned old fake myself.”

I was very glad to hear the president of your Community Coun-
cil in his opening remarks give the exact figures of the numbers of
peaches raised in Western New York. Having sat here during this
dinner and looked out over this magnificent assemblage, I had under-
stood that this was a gathering of the good people of Western New
York, and I took notice of the peaches assembled. [Laughter.] And
so while I appreciated that there was a godly number of them here
and they looked good to me, it certainly was very gratifying to me
to know just how many there were scattered around.

To come among the members of the Chamber of Commerce of
the City of Rochester is to me a reunion of them for whom I enter-
tain a feeling not only of warm personal regard but of high admiration, because you have ever been most hospitable to me and because your Chamber is always in its pronouncements and activities, patriotic, progressive, sane and having a broad gauge view upon public questions. Wherever I have met a group of the representatives of this Chamber, upon whatever mission bent, they have always known what their convictions were and have had the courage of them, knew just what they wanted and they knew just how to get it.

Tribute to the Chamber

In the Chamber of Commerce of the United States, at its annual meetings, there is no more impressive sight than when the delegation from the Rochester Chamber of Commerce walks down the aisle ready to participate in the deliberations, and whenever any question is to be decided—whatever may be the stress or strain in conference—there you will always find the men looking to these sturdy, highly intelligent men of business from Rochester, from whom suggestions of value and wisdom always come. So that it is a pleasure for me always to accept any invitation extended to me to spend an evening among you people. I rejoice with you to-night upon your great good fortune in moving into this imposing edifice so luxuriously appointed wherein you are to carry on your work, yours, as I understand, through the munificence of that public spirited, generous, loyal son of Rochester, Mr. George Eastman. [Applause.] A man whose ears are ever eagerly attuned for the call of civic duty; whose eyes search always diligently to find something that he may do to add to the happiness of his fellow man, and whose brain and heart work overtime in promoting plans for the beautification and the advancement in commercial importance of his beloved city. Of course, all of these compliments have been said to you much better than I can say them and covered more comprehensively by the numerous orators who have addressed you during this four-day carnival of felicitation; but I should certainly feel remiss if I did not, upon the occasion of my appearance, add my little mite to the wreath of appreciation of your splendid organization and of your Kodakian angel.

I am highly complimented indeed by being hidden to participate in this jubilee. This is the second time that I have had the high distinction of being a speaking guest at one of your stately social functions. Some of you may remember the circumstances attending my first appearance. It was upon the occasion when you were celebrating the 25th year of the existence of this Chamber. The “big smoke”
of the postprandial battery, who had been selected to adorn that occasion, almost at the last moment throw you down. His name—Bernstorff. I have my idea that at that very time he was also quite busy trying to see how when the proper time came he could throw down the whole United States.

**FOST AND VON BERNSTORFF**

The formal reason of his non-appearance was the death of some member of the Royal Family of Germany, and being officially in mourning, he could not officially attend your 25th anniversary. Think of it! Five years ago the death of an inconsequential German nobleman almost put the kibosh on your Silver Jubilee—"what a difference a few years make!" I venture the assertion now that if word should come to this room at this moment that the whole Potsdam family were dead, that this function would be instantly changed into a riotous demonstration of thanksgiving and of joy. At any rate, our country is now spending billions of dollars, and the flower of the youth of our country are steeling their nerves and in training for the express purpose of accomplishing some such results. [Applause.] And Bernstorff! Where is he? Gone—but not forgotten. And now that his hideous machinations are being laid bare before the American people, he will be long remembered for his perfidy, and I believe that the very committee that invited him to come to your dinner upon that occasion would now enter gladly upon the job of fixing him so that he would not be able ever to attend another dinner and give utterance to cunning, plausible phrases with his heart black with intrigue against this land we love.

Well, as I was about to say, it was the death of the German nabob that brought me first to a dinner of the Rochester Chamber of Commerce in response to a hurried summons which I never quite could understand and with a great deal of anxiety and perturbation on the part of the committee who brought me here, and with a great deal of trepidation also on my part, having fortified myself with a lunch on some pretzels, sauerkraut and two small cheese sandwiches, I appeared and took the place of Bernstorff, and so here I am again, but I confess that I am quite happy in the thought that upon this occasion I am a member of the regular team of after-dinner speakers; and that the man for whom I was once a substitute could not even get a look-in on the debris of this feast after it has been haggled back to the kitchen, because it would be a direct violation of the Governmental decree forbidding the purveying of foodstuffs to the enemy. [Laughter.]
If I have been indulging in a little levity, it is entirely due to the fact that I find myself following this hurricane of joy [pointing to Mr. Cattell]. And as I sat here and I saw bow, with that wonderful admixture of earnestness and jocularity he could move you to outbursts of laughter and then to the hush of solemnity, I said, "What blooming show is this—for just an ordinary man of business to get into 'a mess like this?' And I wondered if it was possible that I might conjure up something that would cheer me on my way, that might possibly bring even a faint smile of tolerance to your faces. Now, no practiced orator am I. It is my business to gain a livelihood by the sale of goods, and I have had the good fortune to be chosen by an aggregation of my fellow business men to be officially identified with those who are seeking to bring about better conditions in business and to bring the business men of the country together so that they may understand each other better and appreciate each other so that we may more wisely solve some of the great problems that confront the men of business in the United States.

BUSINESS WITH A PROFIT

This is an assembly of the members of many Chambers of Commerce in Western New York, and, therefore, it may not be amiss for me to say that the animating purpose of all Commerce is that those engaged in it shall make money. It should be preached everywhere and always by business men and be understood by everybody that there must be a profit made upon every article that we produce and sell. It is successful business that builds up your city, your state and your nation, and that produces assets that may be taxed for public purposes. Successful business spreads its radiance into every nook and cranny of the community, while decadent business, business without a profit, is a menace to the happiness and the comfort and the welfare of all who live in the bloom of its existence. Let us, therefore, as business men, assert with pride that we are engaged in a laudable, human effort and that is to so administer our business that there should be satisfactory returns thereupon. We business men know what a joy there is in dividends and we also know what a sting of humiliation there is in deficit, and while I am advocating and, if you please almost glorifying profits, I know that you will understand perfectly well that I recognize after all that there are some people in our land so greedy as to be inhuman, to be absolutely regardless of the rights of others and of the rights and necessities of our country.
Chamber of Commerce Building

That is not business; that is the murderous clutch of the highwayman. There is a new word which has come into use, which has not yet found its lodgment in the dictionary, “profiteering,” which is intended to describe the unfair and exorbitant charge for any commodity or service. The recent great war convention at Atlantic City adopted it and declared that during this war it was necessary for the maintenance of sound industrial relation that there should be no profiteering by producer, distributor, laborer, or manufacturer. Upon that plank I stand. [Applause.] It is good doctrine, not only during the war; it is equally good doctrine during times of peace. That War Convention also adopted a declaration which presents a picture of American business that is inspiring.

That, my friends, is our spirit, and it is the spirit that will win this war. Witness the outpouring of billions of money from those who have accumulated in profitable enterprise, in subscriptions to the Liberty Loans, the Red Cross War Fund, and the myriad other calls for relief that touch our hearts and open our wallets.

AN AMBASSADOR'S SUBSTITUTE

Just at this moment, as a little matter of diversion, I would remark parenthetically, that I read in the papers the other day that the faculty of the University of Rochester has been conferring degrees upon some of the gentlemen who have appeared before you, and it struck me as being a mighty good idea. You know this after-dinner speaking business is not so profitable as to put a man on the Income Tax paying list, and perhaps the picking up of the University degree now and then—as we plod along—might come in mighty handy and at least would be quite encouraging. Now, of course I don’t know how far the faculty of the University propose to go in connection with these doings, but I suppose that if I am to get one, that it will probably be that of B. S.—“Bernstorff's Substitute.” [Laughter.]

And if this young kid—from Philadelphia [pointing to Mr. Cattell] is granted one, why, of course, it would be Ph. D.—“Delightful Philosopher,” and after you have heard Dudley Field Malone there will be just one degree that will fit him, and you will approve of it by an unanimous vote and that will be A. O. M.—“Master of the Oratorical Art.” Personally, I am obliged to leave on a train at midnight and if the faculty of the University of Rochester should show any disposition to confer any degree on me, I will leave my postoffice address, so that I can come back quick.

Now, I am impressed with the thought, and I must hurry on, that owing to my connection with an Association whose chief func-
tion it is to keep in touch with governmental activities, affecting the railroads, it might be considered entirely appropriate for me to consider for a few moments what the American railroads are doing in war days and in order that I may not be verbose and get away from the subject, I committed to dictation just a few thoughts that I want to leave with you.

I am impressed with the thought that in view of my official connection with the association of manufacturers which has for its special function to keep in touch with Governmental activities affecting the railways, those of you who know of our work, would deem it entirely appropriate for me to spend a few moments considering what our railways are doing in the war. I fear that too few of us thoroughly understand what has occurred and is occurring.

War was declared on April 6th. On April 11th, responsive to the call of the Chairman of the Advisory Commission, Mr. Daniel Willard, made at the suggestion of the Council of National Defense, there was a meeting of railway presidents in Washington. In the hearts of every one of them there was patriotic fervor in response to the call of the Government for national service in winning the war. To me this attitude on their part was no surprise, for it was a complete vindication of a prophecy made by me to President Wilson long before war was declared. Presiding over a dinner in New York, at which the President was the only speaker, I said:

"Shall there be need of organization of our transportation systems, so that they may become a unified force for national protection happy will be our people as they shall witness the masterful mental fertility, the indomitable energy, the eager willingness and devoted loyalty to our country of the railway officials of the United States."

In the atmosphere of that meeting, heavy with grave responsibilities and sacrifices, they resolved to operate all the railroads of the country as a single system, merging all their merely individual and competitive activities. Whatever may have been their individual doubts and misgivings (and there must have been a great deal, in view of the statutes piled high during many years of legislative activity aimed expressly and threateningly against any such consolidation of effort) were swept aside in favor of what seemed to be their patriotic duty. They knew that for years all the influences and pressure of American opinion and practice have demanded competition. They knew that mergers have been broken up and are still being broken up. But they knew also that the salvation of the Nation in this war crisis demanded the pooling of all cars and locomotives, and, unquestion-
ably with the sanction of the Federal Administration, they have proceeded to perform the incredible and the inconceivable. For, say what you will about guns and ships, the world will never be made “safe for democracy” if the American railways fail. Thus far they have not failed, thanks to the patriotism and consecration of the talents and energies of the railway executives of America, under the leadership of their War Board.

**RAILWAY EXECUTIVES’ WAR BOARD**

The greatest part of the public, judging by press comments, platform utterances and private conversation, ungrudgingly accords to the railways the highest credit for the ability, not to say the patriotism, with which they have met this overwhelming emergency. Bear with me a moment for a blueprint of the job. To begin with, there has never been a time when industry was so fully employed as now. Considering only the factories which were in being before the war, the fuel, raw materials and supplies, and the finished product have risen to total tons of freight far above any previous record. But thousands and thousands of acres of factory floor space have been added to the industrial plants. Incoming and outgoing freight for these facilities has been piled on to augment the total. The government, before our entrance into the war, had called upon agriculture to increase its production. The response has been estimated at about 30 per cent. This meant immediately the transportation in increased volume of seeds, fertilizer, machinery, hardware, and other agricultural necessities. Then came the diversion of coastwise, Panama Canal and Great Lake ships to the oceanic service. All of the freight which would have been hauled by these diverted ships has had to go by rail. Added to the mere size of the grand total of traffic, the railways have had to cope with a change in direction of traffic, which has greatly aggravated their problem. Much of the increase in industrial production has gone into exports. This has concentrated the pressure upon terminal facilities at the East. Again, much of the traffic formerly carried through Southern ports has been diverted to North Atlantic ports, in order to concentrate ocean vessels upon the shortest routes, in view of the submarine menace. This has crowded still further the facilities in the North Atlantic region. Mr. Daniel Willard stated in Buffalo the other night that during the present year American railroads will carry about 120,000,000,000 ton miles more than in 1915, and that this increase alone, for 1917 over 1915, will be greater than the entire ton miles carried in one year by...
all the railroads in Russia, Austria, Germany, France and England put together.

Under Desperate Strain

Now, what have the railways had to do this work with? In terminals, in track and in rolling stock, they have for several years been adding a very low average to the plant. This has been due to the narrowing margin of net corporate income with which to enlist investment for new facilities. Income for some months seems to have made a somewhat more hopeful showing. The very attainment of fuller use of existing facilities would temporarily have this result if no account be taken of the accelerated wear and tear, and the ultimate bill for repairs and replacement. Given an easier financial situation and a free market in which to buy, our railways could not create, short of many months under normal conditions, an augmentation of their motive power and car supply, much less track and terminal construction. These things take time. At present this aspect is much more serious than usual because of special aggravations. Where railways have contracted for cars, the builders cannot complete them because the Government has commandeered the steel for ships. But this is not all. We are at war. We have allies. The railways in Siberia, of France, and now, even of England, are worn down to the point where their rolling stock must be replaced if the line is to be held until America can come in. For six months at least the entire output of American locomotive and car shops is, by order of the Government, concentrated upon furnishing engines and cars to our allies. Our turn will come. No such load as our railways are now carrying can be borne indefinitely without a similar wearing down and breaking down. There are accumulating evidences that the Interstate Commerce Commission, and some of the State regulatory tribunals are permitting important increases in revenue, thus manifesting a spirit which we may hope contains the promise of meeting the revenue situation in time to prevent a first class disaster to ourselves and to civilization.

I wish I had the time to go more into detail as to the wonderful workings of the Railroad War Board, for it is a story of enthralling interest that should be familiar in every business office and at every fireside. I particularly wish that I might elaborately pay tribute to the generous and remarkably efficient co-operation of the shippers, without whose prompt aid and painstaking thought in fuller loading and quicker unloading of cars, the Railroad War Board could not
Chamber of Commerce Building

have accomplished such nation-serving and saving results. All honor to both shipper and carrier!

PLEAS FOR TOLERANCE

Having for many years labored, in co-operation with my fellows of the Railway Business Association, to bring about a feeling of unity between the railroads and the public, it is cause for supreme satisfaction that under the spur of a common danger, they have been brought into such close sympathy. We are all learning much that will be of advantage to us, when again peace shall dawn. Many of the methods of expedition wrought out under war necessities will remain as permanent contributions toward the solution of transportation problems. Many habits of thought, conciliatory and co-operative, will be formed as the result of the attrition of patriotic minds, working together for our Nation’s welfare.

Shippers will come to have a broader view of the perplexities of railway operation. Railroad officials will appreciate that service once done with increased efficiency, must never be less efficiently performed. Wasteful detention of cars by consignees must never be resumed. Extravagant expenditure in frenzied competitive efforts, now abandoned, by the railways, must never again drain their resources. Out of all the stress of war circumstances must and will come wisdom that shall forever banish from the realm of transportation wastes and asperities of the past that were costly and inimical to our country’s well being.

I am going to close with this, the Rochester Chamber of Commerce, housed in this magnificent temple, dedicated to the promotion of industry, let it be your joint resolve, gentlemen, that you will continue it as an institution firmly entrenched in the confidence and admiration of all the people of your city and make it a mighty force for truth, humanity, honorable dealings and the general welfare. As each year of its life and activity shall file by in impressive procession, each year with full complement of recorded deeds to the glory of Rochester, may you, who to-night meet under its Aegis, feel that it is one of your noblest achievements that you have constructed it by your enrollment and nurtured by your devotion its course along the pathway whose goal is happiness and prosperity among men.
DUDLEY FIELD MALONE
FORMER COLLECTOR OF THE PORT OF NEW YORK

CHAIRMAN DWIGHT S. BECKWITH, Introductory

We are very much pleased with what the last speaker has given us in connection with the railroads and touching matters of interest to every business man in the country. It is for us, as business men of the country, to do all that we can to help the railroads in safeguarding the work they have to do.

The next speaker was not here when we commenced and I will say to him that we started out with a line of "Apostles." We have had two speak to us already, and the next is called "The Apostle of Woman Suffrage." He has been in government employ and for a long time was Collector of the Port of New York, but has recently resigned. But we know he has given deep interest and earnestness to Governmental work and will continue that interest in any place we can put him. I now introduce to you Dudley Field Malone. [Applause.]

Dudley Field Malone, Address

I have come through a series of vicissitudes recently—I mean this afternoon after I had come through Pennsylvania and New Jersey on wet roads to catch a train at Albany. About three months ago in a moment of weakness I promised to be here, and so I am apprehensive of all that has gone before, because I am in a state of scholastic suspicion these days, and it is an odd predicament in which a public speaker finds himself when two such clever and experienced persons as the preceding speakers have said everything about the subject that might be set forth. As it is an interesting topic which has been spoken of, I assume that these young but honored walls have not been overtaxed with arguments in favor of woman suffrage, and, my fellow-citizens, I have not come to tell you what I think you
Chamber of Commerce

would like to hear. I am to make public and to call to your attention what I think you ought to hear.

Now that I am no longer Collector of Customs I do not think that I should discuss trade or commercial matters, and I have a hesi-
ttance about speaking about religious matters. When Mr. Bryan called me as his Under-Secretary of State to discuss a religious prop-
osition, he said that he had been to Palestine some years before, and he had tried to reach the Mount of Olives, and that the path was over-
grown with weeds and brush. It seemed ridiculous to me but I let it go. He had to ride on the back of an ass—and I was sure he had chosen his own company—and I say that without criticism but merely as the only means of locomotion in that place, and he said that a path should be cleared and that the top of the Mount of Olives should be cleared of brush, and he suggested the formation of a charitable organization of four directors to get a concession from the Turkish Government and the President and myself should be two of the members and himself and Joe Tumulty should be the other two.

And I said, “Mr. Secretary, I do not think I have the spiritual elevation for that enterprise.” And he said, “What do you mean?” And I said, “I remember a story of the two Irishmen in the City of Chicago at the time that Roosevelt was appointing not only many public officials, but attempting to influence the appointment of others. Pat: ‘Did you hear that the Pope was dead?’ ‘He is?’ ‘He is indeed.’ ‘Well who is going to be the next Pope?’ ‘I don’t know but I hope Roosevelt don’t appoint a Protestant.’ [Laughter.] And, my fellow-citizens, since reading that story I have never felt that I should engage in a field of enterprise about which my information or instinct were limited, so I hesitate to discuss trade or commerce with you to-night, and I am not going to discuss the war because if you do not know why we are at war there is something the matter with the intelligence of the editors of your papers or your orators, or your own.

Wants America To Lead

But I am interested in something to-night. I am interested in the fact that while we as a nation and a people have a right to hope for democracy in the world, while we must not fail to preserve the integrity of democratic nations, I am not in favor of developing autocratic governments to advance any world democracy which means crushing out democracy at home. And so when the women of the nation are asked to give their sons, their taxes and their wealth, for one insist they shall have the right to vote on the forms of the govern-
ment which demands of them this sacrifice. You men for years and we men for centuries at after-dinner tables, in the public square or occasional addresses, in the moonlight siestas of love making, have bent our eloquent energies on giving kindness and chivalry to women. It is time we gave them not benefit but justice, and treated them as co-equals and partners equal in soul and brains and patriotism and judgment with ours. Why, every man here who is married, who has his little Candle lectures, who has his little midnight conferences, who has his breakfast discussion, if he is happily married and satisfied and filled with the respect which the average American has for the women of his family, he respects and reveres the judgment which they give him concerning his business or his professional enterprise.

And I for one want to see America lead, not follow. I want to see America lead, not follow, Russia, and it almost breaks my Celtic heart to find we will have to follow other nations. England, of all the nations whom we might not expect to be radical or progressive, has at last learned through the throes of a war that the women of England have saved England and the cause of the Allies, saved it by doing every kind of work which man was called upon to do, and the argument that women could not do the things that men were doing was a poor argument. There is one thing men cannot do that women are doing; men will never be mothers—men will never bear the race. The women of the world have given to men the cleverness of their thought and their hope, very much of their souls, the manhood of their makeup, the courage of their convictions, and yet we stand in supreme male arrogance and say that they are not fit to go above aliens and idiots, but must remain in that class, are not fit to go with aliens who scarcely are able to speak our language, people not yet filled with the thought of American purpose, say that American women are not yet fit to speak upon the policies of this government.

DAY OF YOUTH AND INTELLIGENCE

Gentlemen, I do care that you think deeply of the things that lay before America for American performances. Nearly eight years ago in the State of New Jersey I made a prophecy that Woodrow Wilson would make the greatest President the United States has ever had and he is making that prophecy true. And I hope I shall never be too old in years—to say, but not in soul or spirit or love of my country—as not to stand with other men and women to speak the things that America must think and do, because it is only the young who dare in the true sense of courage. What is the percentage of age of the men

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drilling for our armies? Who are the men who formed the idea of the Plattsburg Camp? I sat with five, making six, who conceived the idea of the Plattsburg Camp. Who were the men who went and trained and drilled to get this country started on the path of preparedness? Who are the men going out to-day in France, except the young? And when the young in America speak for American democracy their voices will not be stilled, and they want—the men of the present generation—they want the women of the present generation martyred with them to vote and to think on the policies of government. And when men say to me, “We have enough ignorance among the voters; we do not want to bring in ignorant women,” I remind them that every year we are turning millions and millions of young men and women out of our schools and our colleges better equipped in mind, better equipped in patriotism than many men to participate in the affairs of government, and I remind them also when they make that argument of adding to the ignorant vote, if you will give me twelve pieces of yeast, I will make out of twelve pounds of even rather poor flour good bread, and if you give me the intelligence of the American women now denied the right to vote on the policies of this government, they will make the ignorant intelligent for the good of the State and for the good of the Republic.

It is not merely a time for patriotism for foreign enterprise, it is a time for patriotism at home—the kind which does not seem too glorious now to preach, but which requires greater courage, because no man is giving it much attention. A man the other day said to me, “How can you advocate picketing?” I said, “Do you know what picketing is?” and he said “No.” I said, “What do you mean by asking me that question, if you do not know what it is?” He said, “It is a lot of women standing in Washington annoying the President.” I said, “No.”

**An Explanation of Picketing**

Do you know what picketing is? How many do know? My fellow citizens, about seven or eight months or nine before this war began the President of the United States continued to receive delegations of labor men, of Indians, of aliens, of charitable workers, of representatives of any social enterprise, but he refused to further listen to deputations of women asking for the passage of the Federal Suffrage Amendment. So they consulted lawyers and found that picketing was a legal right, that any one might stand outside of this building and any other building if a legitimate picker, and so when denied the courtesy of the White House, they decided to adopt pick-
checting. I was not in favor of it, because I did not like its manners, but if I had been denied the right to vote on the policies of this government after asking for it for 67 years, I would have lost a lot of my courtesy and my manners. So these people went with banners asking, “How long will we have to wait?” Has any woman been arrested for breaking the peace? What have women been arrested for? Blocking traffic? If you stand on a corner within your legal rights and the officer says, “Move on,” and you ask why and he says “Move on,” and you say, “There is no traffic,” and the officer tries to arrest you and you resist the officer trying to illegally arrest you, and are taken to the Court, tried on a charge of blocking traffic and convicted without a jury trial and sent to a rotten workhouse with conditions we did not believe existed, supported by the Government of the United States—and if you saw these things as I saw them, and if you saw the daughter of Charles Dana, the illustrious editor, 62 years of age, with a son in the Army and a son in the Navy, and Mrs. Abbie Scott Baker, with two boys, officers in the Army, and Mrs. Rogers, the direct descendant of John Sherman, signer of the Declaration of Independence, and the daughter of Thomas Bayard, Cleveland’s Secretary of State and Ambassador to Great Britain, go peacefully to the gates of the White House and ask for their political freedom, and then tried in a farcical trial on the grounds that they were blocking the traffic and afterwards sent to the workhouse with intolerable conditions which you could not bear to hear, I say to you if you did not have the manhood to revolt and proclaim these conditions, you would not be worthy of American citizenship. That is the issue of picketing—that people shall have their legal rights to petition the government and shall not be thrown into jail by stupid underlings in the Cabinet.

I campaigned this nation for Woodrow Wilson, and to my last day I shall be happy that I did, but neither I nor those of you who voted for the President ever voted to have put into high place with autocratic power a Burleson or McAdoo, and because I dissented from a government which can be run even indirectly by these men, I intend to go through the State of New York asking that the men at this coming election shall do honor and respect to the women of New York State by voting for the Federal Suffrage amendment, and that they shall bend all their energies to have this situation cease by having the Federal amendment promised and passed and put on the Statute Books of the nation in order that this disfranchised class in America, which is assisting these men to bear the burdens of the
war and to uphold the stability of the State and the order of future
days, shall be given the right not only to our smiles and our caresses
and our chivalry, but a right to equal intelligence with us at least,
and the right to participate in the affairs of America by giving voice
to their opinions on the policies of the government. This is a small
thing for the women of America to ask. Is it an easy thing for the
men to fight for it?

**An Editorial.**

After I had arrived in Rochester to-night I read a very interesting
editorial in your Post Express in which I was luminously de-
scribed with adjectives which whetted my appetite and gave me a
joyous perspective I never had before. This gentleman says:

My fellow citizens, I do not know that there is any credit being
given any man, surely none is ever given any man by me, because
he does something he wishes to do, and what some other people call a
sacrifice is no sacrifice, in fact, if he stops doing what he no longer
wants to do and takes up doing something which he wishes to do.
But I would like to know how many editorial writers of the country
ever dared to step away from friends and associations with the bond
of deep affection which friendship means, to fight for something that
is not popular. I wonder how many politicians in or out of Congress
are not justified in their characterization of myself as crazy in the
thought that I should feel necessary with $320 in the bank to give up
$12,000 a year. There is something in American life I am sure be-
side office-holding: something beside salaries and income. There is
some thrill and joy and hope and prospect in the battle for some of
the real things that America must stand for. There is the enthusiasm
of hoping with practical idealism that some of the things we talk
about may be actually accomplished.

How many billions are we spending to-day? How many mil-
ions of men do we offer to-day to give Russia her democracy? How
many of the genial capitalists in America who gladly offer their mil-
ions for this enterprise would be offering them if in our community
we offered one page of the Russian program for the benefit of the
masses. If that is good enough for the masses of Russia, it is going
to be good enough for the masses of the United States, and the
leaders of thought and industry must recognize it at once. Do you
know what the significance of the recent utterances of the Vatican
have been to me? Men of large business affairs in this country, Pro-
testant and Catholic, have looked upon the statesmanship of the Vati-
can as shrewd, able, thoughtful, conservative, far-reaching and with
a sweep of vision, and are somewhat shocked these days to find the Vatican's view of conscription made a part of the policy of the government which must be supported by all its citizens. As a general proposition, conscription is a war breeder, and when the Vatican gives voice to some one of the industrial suggestions of the Russian democracy, men stand aghast. What does it mean? It means that the Vatican must, and knows it must in the interest of religion, lead the industrial forces of the world, or Socialism will lead them. That is what we must know in America. We must realize that we must lead the industrial forces by a social outlook, by a far vision, by a keen judgment, or the present state will be inevitably destroyed.

The Russian Revolution

This is not prophecy of ideal prospect; it is happening in Russia to-day and when people say, "Become a military force in favor of the laws," the answer is this: Those who are responsible for the present chaos in Russia are not the present leaders of the Russian people. They are those of the Russian caste, the economic class system, who for years have corrupted conditions in Russia so much that Russia has at last revolted. The revolt is not the cause, the revolt is the effect of the conditions. Anarchy is not a cause; anarchy is an effect. All anarchy is not true anarchy. We have the pseudo anarchists who think they are real anarchists because they stand on a soap box, never wash their linen and let their hair grow long. But that is no more the intellectual anarchist of Russia in type or plans than that the persons at 42nd Street and Broadway are actors. Those are not actors you see at 42nd Street and Broadway; those are men who occasionally get jobs as trees or bushes in musical comedies. In Russia there is real thought behind the revolution movement, but the revolution is the result of the conditions.

Every gentleman in Europe knows there is going to be a profound economical change in Europe which they can not prophesy, in the field of industry. We are scarcely touched by its influence so far away as we from this war. But as we get further into it, as the death lists come up, as demands are made for capital, as conditions become more chaotic, as people stir under the curb of a government necessary to make war successfully, we will begin to feel the breath of the change. Why can we not feel it on our cheeks now before it comes? Why can we not think as business men and leaders of thought and enterprise of the industrial part that is coming on America and on the world? What I plead for to-night is the measure of foresight which shall preserve democracy and since Russia has given
women the vote at seventeen, equally with men, and England at last in her judgment, not in her desire, has given the vote to her women, why should we not make America a real democracy where the people of intelligence shall fashion the policies of the government?

This is the hope we should have for America. This is the prospect that will make us strong. This is the prospect that will bring the intellectuals with the support of their brains and leadership to the progress of this movement. These are the things that will bring the masses of men and women in industries behind the government and then in purpose as well as in mind America can stand forth girded with the armor of her steel, backed by the valiance of her troops; ready with the blade of her courage to prescribe liberty, not only for America, but liberty and democracy for the world. [Applause.]

With the singing of the "Star Spangled Banner" ended these exercises, the last of the four days of the Official Opening of the new Rochester Chamber of Commerce building.
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Chamber of Commerce

Rochester Chamber of Commerce
1888 1917
The Rochester Chamber of Commerce on October 2, 1917, enters its new and magnificent home, made possible by the generosity of one of its trustees, George Eastman.

This building in which its future activities are to be carried on has been erected at the northwestern corner of St. Paul and Mortimer streets on a lot 92 by 112½ feet, only 400 feet from Main street. It is in the very heart of business Rochester.

Its composition is of Tennessee marble and bronze, simple and dignified, but exceedingly beautiful in design, and, from the practical point of view, embodying the best ideas for efficient Chamber of Commerce operation. No portion of the building is for leasing or renting; all is for the Chamber's use.

It is a source of gratification that this Chamber obtains such a building, in which to do its work for the community and its membership, encouraging it to greater achievements, making possible renewed widening of its influence and giving additional opportunity to serve.

The Rochester Chamber of Commerce enters this new, rich home at an age of slightly less than thirty years. When it was organized, the city had a population of less than 125,000 persons and in life and outlook had but little departed from village ways. Today Rochester has within her environs 265,000 persons. It has spread to Lake Ontario, absorbing on the western side of the Genesee river and the Port of Rochester, the village of Charlotte, and beyond the eastern banks of the river and the village of Summerville, maintaining the magnificent Durand-Eastman park of more than five hundred acres. For its beauty as a city, for the merit of its highly diversified and specialized manufactures, and for the contentment and prosperity of its people amid unexampled living conditions, Rochester stands conspicuous among the larger cities of our continent.
ORGANIZATION MEETING

Called to consider a proposal that the business men of the city be organized to “foster the trade and commerce of the city of Rochester” and “to promote a more enlarged and friendly intercourse between merchants,” a meeting was held in the office of Mayor Cornelius R. Parsons on the night of November 22, 1887. These are recorded as present: “Mr.” Adams, E. R. Andrews, Patrick Barry, Henry C. Brewster, George C. Buell, Benjamin E. Chase, P. Cox, Thomas B. Griffith, Henry B. Hathaway, D. M. Hough, Dr. B. L. Hovey, William Livingston, F. M. McFarlin, Henry Michaels, R. M. Myers, Walter J. Osborn, L. M. Ots, T. J. Reynolds, S. B. Roby, Clinton Rogers, Lewis P. Ross, Leo Stein, Samuel Wilder and L. L. Williams. Death has removed most of these. Among those who survive and continue their active interest in the Chamber’s work are Henry C. Brewster, chairman of the Lower River and Harbor committee, 1917, and Clinton Rogers. Both are former presidents and are members of the Advisory Council.

Lewis P. Ross called the meeting to order. George C. Buell was elected chairman and Thomas B. Griffith, secretary. These committees were appointed: By-Laws, Henry C. Brewster, John W. Goss, Thomas B. Griffith, Lewis P. Ross and Rufus A. Sibley; membership, E. Frank Brewster, Marcus Michaels, R. M. Myers, Walton J. Osborn and Clinton Rogers; nominations, Charles FitzSimons, H. B. Hathaway, D. M. Hough, Henry Michaels and S. B. Roby. Adjournment was taken to the night of December 5th, in the Common Council chamber.

ELECTION OF FIRST OFFICERS

At the meeting of December 5th the committee on nominations presented the names of J. E. Booth, George C. Buell, Lewis P. Ross, F. S. Upton and Hulbert H. Warner for president.
Mr. Buell withdrew his name and substituted that of Samuel Wilder. Mr. Upton also withdrew his name and J. C. Michaels, by request, withdrew the name of Mr. Booth, thus leaving L. P. Ross, H. H. Warner and Samuel Wilder in the running for president. W. F. Balkam and Horace Brewster were appointed tellers. With one hundred fifty names on the rolls, Mr. Warner was elected by a vote of eighty-five. Mr. Ross with thirty votes was second. Henry C. Brewster was elected first vice-president; Frank S. Upton, second vice-president; Thomas B. Griffith, third vice-president; and Henry B. Hathaway, treasurer.


FIRST ANNUAL DINNER

To promote good fellowship and give the new organization impetus, the president invited all members to be his guests at dinner at Powers Hotel on the night of January 10, 1888. The membership by this time was 300, and 274 members attended. It was truly "a sumptuous repast", even for those days of many courses, long speaking and late hours. The menu, with its thirteen courses, was said by the press on the following morning to have been unprecedented in the history of Rochester. The toasts were in proportion, aglow with wit, wisdom and prophecy.

Those were the days of “distinguished regrets,” and telegrams and letters were read from many notables, including the President of the United States, Roscoe Conkling and Chauncey M. Depew. The speaking concluded at 2:15 o’clock in the morning. One newspaper on the following morning reported the dinner in a seven-column eulogy, beginning “The solid business men of Rochester dined together last night.”

On January 12, 1888, the standing committees were elected and the president read his inaugural address, to be distributed later in booklet form.

On January 21st, J. Y. McClintock, destined to give service for many years later as county engineer and county superintendent, was engaged as permanent secretary, and rooms on the second floor of the Rochester Savings Bank building were leased. These were the first rooms permanently occupied by the Chamber. Previous meetings were held in the mayor’s office, the Common Council chamber and the office of Traders’ Bank.

On Tuesday, February 6th, the first meeting of the Chamber was held in the new rooms, with more than three hundred members present. Mr. Griffith rendered an account of his service as secretary pro tem, emphasizing the purpose of the young Chamber by saying: “We are now organized and ready for business. We hope to promote by social intercourse, interchange of views and organized effort the commercial prosperity of Rochester.”
A committee was instructed to prepare articles of incorporation and by-laws, and on June 11, 1888, these articles were adopted. On July 2d, they were filed with the Secretary of State and the Clerk of Monroe County, naming the president, vice-presidents, treasurer and existing managers as trustees for the first year. The objects were thus set forth:

"To foster the trade and commerce of the City of Rochester; to protect such trade and commerce from unjust and unlawful exactions; to reform abuses in trade; to diffuse accurate and reliable information among its members as to the standing of merchants, and other matters; to produce uniformity and certainty in the customs and usages of trade; to settle differences between its members, and to promote more enlarged and friendly intercourse between merchants."

It was further provided that the company should have no capital stock, and that its term of existence should be fifty years.

TACKLING BIG PROBLEMS

The Chamber took up its task with vigor and enthusiasm. Among the problems it immediately attacked was storage of the surplus waters of the Genese, the large and beautiful river which flows through the center of the city. The solution of this problem then as now, means the construction of a big dam in the "High Banks", sixty miles away, near Mt. Morris, and at what has become Letchworth Park. Decision to proceed with this undertaking has been postponed many times.

The first step in water storage by the Chamber was a request that the city provide it with an appropriation of $3,500 for a survey. This the city charter would not permit, but the municipal government requested that a bill be introduced in the state legislature, providing that the Chamber be reimbursed for any expenditure it might make in the matter. The secretary, therefore, under instructions, and with the assistance of Edwin A. Fisher, now consulting city engineer, made a survey lasting
three months. Meanwhile, a special committee composed of Lewis P. Ross, William C. Barry, J. W. Gillis, A. S. Hamilton and A. M. Lindsay, having at their command a special fund, subscribed for the obtaining of expert advice on matters of importance, engaged three of the country's most able engineers, James B. Francis, J. T. Fanning and Clements Herschell. These engineers visited the upper gorge and the next day made their reports at a special meeting. They said the river ordinarily created 7,000 horse-power and that this power not infrequently fell to 3,500 horse-power. A reservoir near Mount Morris, they added, would give a constant supply of 21,000 horse-power.

The Chamber’s committee supported these reports with its recommendation, which specified a dam near Mount Morris, to be 114 feet high and to form a reservoir stretching eleven miles up the river and possessing a capacity of 8,000,000,000 cubic feet, and further recommended that the state be asked to appropriate $5,000 for an official survey by the state engineer. Duly authorized in 1889, State Engineer Bogart personally made this survey.

In 1893 the secretary’s report showed that the state had already expended $27,500 on the plans. Though this task of the Chamber in thirty years has not been completed, it has never been abandoned; each year emphasizes anew the necessity for such water storage and, eventually, it will be brought about. The undertaking involves a great expenditure. When the dam is built and in operation, Rochester and the entire Genesee Valley will have reason to acknowledge the debt in this matter owed to the Rochester Chamber from its earliest days.

WATER SUPPLY VICTORY

Another matter which the young Chamber immediately seized upon was that of water supply. For the rapidly growing
city the one main from Hemlock Lake was becoming insufficient. At a meeting of the Chamber in November, 1888, the burden of a communication from the Common Council was a request that the Chamber appoint five members to confer on the subject with a similar committee from the Council. Again the Chamber employed experts and finally evolved the recommendation that an additional main be built, for while it was found that the water supply at Hemlock and Canadice Lakes was sufficient to last the city for some time, the facilities to transport it were inadequate. The new main, as recommended, would cost $1,500,000.

The matter was further complicated by a disagreement as to whether the additional main should be constructed from Hemlock Lake, over a shorter route, with pumping arrangements, or over the same route covered by the original main and dependent on gravity. Finally, in 1892, a gravity line, as most vigorously advocated by the Chamber, was located down through the valley and a thirty-eight inch main was installed. In addition, the acquirement of much property surrounding Hemlock and Canadice Lakes assured Rochester of its present adequate and uncontaminated water supply. The third conduit between Hemlock Lake and the city system is now being laid.

NEW CITY CHARTER

Toward the close of the year, the Chamber began to give vigorous attention to the need of a new City Charter and continued activity in this direction until it was obtained in 1898. The first step was a meeting to discuss the project. Papers were read by President Hubert H. Warner, John Fahy, Henry Lomb and John Bower. In 1890 a committee was appointed to call a convention of citizens, obtain a consensus of opinion and draw up a tentative charter. This plan was not carried out. Later through a co-operative arrangement, a committee of five members
was appointed to work with a similar committee from the Common Council. This committee requested that eight additional men be added, making a committee of eighteen. This was done and by hard and conscientious work the desired charter was at last obtained.

An active committee of the first year was that on Manufactures and Promotion of Trade, D. M. Hough, chairman. It gave consideration to such problems as taxation, insurance rates, labor difficulties, cost of carriage, the advisability of a belt railroad around the city, the cost of anthracite coal, the practicability of using soft coal without creating a smoke nuisance. It also gave consideration to the obtaining of sites for new manufacturing concerns. A watch factory proposition engaged its attention for some time and a stock subscription of $350,000 to start the business was attempted. Like many another young commercial organization before and since, the Chamber learned that it is false business philosophy to give free sites and special privileges, or to attempt the financing of infant industries no matter how glittering the promises of its promoters may be. It was fortunate to get the lesson at so slight a cost.

SEEKING NATURAL GAS

By endeavoring to obtain natural gas, the Chamber made a definite effort to improve Rochester as a manufacturing city and reduce the high cost of living. A special committee, consisting of William S. Kimball, J. W. Gillis and Benjamin E. Chase, with the secretary and several others went to Bradford and Kane, Pa., to investigate. They reported favorably. It developed, however, that to bring the gas from its distant place of origin would require about $1,000,000, in addition to the purchase of large properties. An attempt was made to raise enough capital in Rochester to insure local control of the company.
gas wells in Pennsylvania and New York were secured. The project, however, proved uneconomical, and eventually was abandoned.

The Chamber in a minor capacity contributed to the development of Rochester's superb park system. The nucleus of this system, now one of the finest that exists, was a gift from Ellwanger & Barry, prominent in the Chamber, of twenty-two acres of land surrounding the reservoir in what was later to become Highland park. Later fourteen additional acres were purchased and in time the artistic pavilion, dedicated to the children of Rochester, completed this park. Eventually two hundred fifty-eight acres on the east side of the Genesee river and eighty-five acres on the west side were obtained and developed into what is now known as Genesee Valley park. The present acreage is five hundred forty acres. Every facility of the Chamber was placed at the service of Dr. Edward Mott Moore, “The Father of Rochester’s Park System;” Superintendent of Parks Calvin C. Laney, Assistant Superintendent of Parks John Dunbar, the various park assistants and the various park commissioners, and the interest of the Chamber in the park system continues unabated. The total acreage of the system is now 1,644.

RAILWAY SERVICE BETTERMENTS

In 1888 objectionable features in the New York Central station were severely criticized by the committee dealing with transportation facilities, and as a result extensive improvements were made in the following year at a cost of $28,000. A new freight station which had been urged came later. A special New York car for Rochester passengers was put on the eastbound train leaving at 9:05 P.M., and it was arranged to have through trains telegraph from Detroit or Toledo what berths remained vacant, so that Rochester people might obtain reservations in

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advance. In addition, the Wagner Sleeping Car Company gave assurance that the Chamber would have no further cause for complaint about sleeping cars being old and unsatisfactory.

Another transportation problem that was taken up was the complaint that freight was unduly delayed in shipment to and from Rochester owing, it was alleged, to a lack of freight house facilities. The Chamber offered to act as a medium for the handling of these complaints and a rapid and early decrease in the number of complaints proved the effectiveness of the arrangement.

Publicity was not ignored. The Union and Advertiser issued an elaborate Chamber of Commerce edition. Ten thousand copies of a handsome two hundred eighty-four page publication on "The Industries of Rochester" were distributed. Another booklet, "Rochester and Its Suburbs," was given wide circulation. In addition, the Chamber issued a four-page folder containing a brief of Rochester's claim to superiority, as well as a pamphlet containing the constitution and by-laws and a list of members. The New York Graphic and the Harpers Weekly each issued a supplement devoted to Rochester.

Among the activities recorded in the initial year were:

Urged Congress to reduce postage on seeds, cuttings, roots and such commodities.

Sought from Congress an appropriation for maintaining and improving Charlotte harbor, now the Port of Rochester.

Requested the Federal Government to make a survey for a ship canal into Irondequoit Bay.

Successfully opposed a state bill to make every Saturday in July, August and September a holiday.

Aided in a fight for a Federal bill prohibiting any license or tax on commercial travelers.

At the instance of S. B. Roby, it was suggested to the National Board of Trade that letter postage rate be reduced from two
cents an ounce to one cent. This movement, though yet unsuccessful, was so important that a cheap postage plank was inserted in the Republican platform of that year.

**SAVING THE CITY $2,000,000**

In 1890 a group of capitalists undertook the project of electrifying the street railways. They asked certain privileges of the Common Council. Anticipating undeniable benefits from the improvement, public sentiment was influenced to such a degree that the company was about to name the terms of its own franchise. Indications pointed to an early granting of these terms. The Executive Committee of the Chamber recognizing that this was a matter of great importance to the city, sent a communication to the Common Council asking that action be delayed, and retained George F. Danforth to examine the terms of the proposed contract. Mr. Danforth made it apparent that the city was about to give a great deal more than was generally suspected. Many features of the proposed transaction were found so lacking in equity that it was characterized as no contract at all, but a mere gift. The Chamber spent much time and money on the subject, finally forcing a contract by which the Street Railway Company agreed to pay an annual tax of five dollars a car and, in addition to a purchase percentage already arranged, to abide by the following conditions:

*First*—To put conductors on the cars after 1892.

*Second*—To issue transfers after 1892.

*Third*—To pay 1 per cent of the gross receipts from 1892 to 1907 and 2 per cent of the gross receipts from 1907 to 1917.

*Fourth*—To erect iron poles through the business streets.

*Fifth*—To operate all lines by electricity within a limited period stated in the contract.
It was said at the time that the terms of the contract represented a value to the city of fully $2,000,000 in percentages alone, which was accepted as adequate payment for the privileges to be enjoyed by the company. The officers of the company expressed their satisfaction with the contract. Judge Danforth in his letter to the Chamber committee wrote:

“The tax-payer is justified in demanding that no gifts shall be made, but that for every privilege or franchise to be exercised in or over the streets of the city, something should be paid to the city by the company exercising by its consent the franchise or privilege.”

UNDER VIGOROUS LEADERSHIP

Meanwhile, industrial and civic development was noticeably active. Confidence in the future of the city, someone remarked, was not confined to the city itself. Millions of dollars in capital from all parts of the world were invested in the largest of the city’s establishments. The breweries, all notably flourishing, and the public utilities came in for a large share of this foreign control. Railroads kept a keen eye on the city’s growth and increased their local facilities accordingly. In 1889 alone, 1,400 new buildings were constructed, of which 65 were for business and manufacturing use and more than 1,200 were private dwellings. Rochester now began to earn really its appellation, “The City of Homes.” In 1891 the report of the Chamber’s secretary chronicles the continuance of this development.

It was natural that trade opportunities should now be a matter of concern. In 1889, in the presidency of William S. Kimball, the Congress of the Three Americas was being held and its attendant publicity served no doubt as an impetus to the desire for trade extension. By means of correspondence and special interviews the delegates from sizable markets in the Latin South
were impressed with the importance of Rochester as a trading center. As they passed through Rochester they were serenaded, as a combined greeting and fare-you-well. They enjoyed it thoroughly.

William S. Kimball, second president of the Chamber, gave to the work in 1889 the vigor and enthusiasm of an exceedingly able and courageous business leader. The construction of a foot bridge across the river at Central avenue and the obtaining of a switch connection of the Erie and Pennsylvania railroads, the latter the first and most important step in linking the railroad facilities in the city for freight transfer and interchange, were two accomplishments credited to his administration. In this year, too, the Chamber recommended a thorough and systematic inspection of buildings with a view to reduction of insurance rates, the beginning of a movement in which in later years the Chamber was to become a national leader.

This was the year of the Johnstown flood and, directed by President Kimball, a committee from the Chamber raised a large part of the $14,000 contributed by Rochester to the Red Cross in aid of the sufferers. Conventions, too, engaged the attention of the Chamber in Mr. Kimball’s administration, and successful efforts were made to obtain them.

STAND FOR GOOD ROADS

Mr. Kimball was succeeded in the beginning of 1890 by Lewis P. Ross. The latter, in his inaugural address, urged the importance of improving country highways, and through his administration initiated several worthy activities and preached the gospel of good roads with a persistency that would aid any cause. The Chamber, under his encouragement, gave heed to the importance of Rochester’s natural harbors, the mouth of the river Genesee and Irondequoit bay. It was in this year that the
Chamber succeeded in having the bay named as a navigable body of water of the United States.

In this year a special fund was raised by the Chamber to gather valuable data about Rochester for the eleventh United States Census, in addition to what the Government prepared. Another matter in which the Chamber in this administration played a prominent part had to do with the school system. It insisted flatly upon a reorganization and change of policy on the part of the Board of Education, as well as the resignation of some of its members, and the reforms it supported were quickly brought about.

Eugene T. Curtis succeeded Mr. Ross. The establishment of a quarantine for cattle and sheep at the Port of Charlotte was the outstanding accomplishment of this year, which, however, was one of consistent work and steady progress.

Max Brickner followed Mr. Curtis and in turn was succeeded by Henry C. Brewster, president of Traders National Bank, in 1893, and he in turn by Ira L. Otis in 1894, with Charles P. Ford, who for many years afterwards gave the city faithful service as a park commissioner, the president of 1895. Mr. Ford's interest in the parks was keen and by many the insistence of the Chamber that the city provide free municipal band concerts, is attributed to his urging. He continued to press the idea and saw his hopes brought to fruition in the organization of the Rochester Municipal band, the largest and finest municipal organization of its kind maintained by an American city for the free enjoyment of its citizens.

FOR THE GOLD STANDARD

The president of 1896 was James G. Cutler. He had been a leader in the great activities of the Chamber's earlier years in the fight to kill the project to pump Hemlock water into a
city reservoir at great expense when nature offered to do it by gravity for nothing, and in the keen combat to prevent an iniquitous franchise to street car capitalists. His term as president, however, was peaceful, except for the stormy gatherings in favor of the gold standard and opposed to William J. Bryan's "free coinage of silver." One mass meeting of the Chamber, addressed by republican and democratic orators, adopted resolutions which were widely distributed as gold standard propaganda.

Rochester suffered from unfair express rates. Eastbound express to Rochester paid the Syracuse rates, those of a city eighty-one miles east of us. Westbound express to Rochester paid the Buffalo rates, those of a city sixty-nine miles to the west. Through the efforts of the Chamber, a Rochester express rate, east and west, was established in this year.

Charles J. Brown, head of Brown Brothers' nurseries, and now county treasurer, succeeded Mr. Cutler. The outstanding achievement of his administration is regarded as being the successful effort to keep at Despatch, now East Rochester, the great car shops of the Merchants' Despatch Company. There was a strong likelihood at the time that the company would remove elsewhere. In this year, the Chamber made an investigation into the advisability of encouraging the beet sugar industry in this vicinity. The annual trade excursions and cruises of the Chamber find their early counterpart in an outing to Niagara Falls in this year. A special train on this occasion took 500 members to the Falls. At a dinner at the International hotel, Governor Black, United States Senator David B. Hill and Lieutenant-Governor Timothy L. Woodruff spoke.

The decade closed with the administration of Charles E. Angle, 1898, a conservative but constructive year.
Rufus A. Sibley was president in 1899. This was not a year of outstanding accomplishment, but rather of steady, consistent progress. Mr. Sibley was keenly in earnest over the mutual advantage to Rochester and outlying towns and neighboring cities of an expansion of the trolley system. The effort to obtain such an expansion had begun in earlier administrations, but in this year it gained impetus, and in 1900, the year of H. B. Hathaway’s presidency, the much sought expansion began. That expansion continued and to-day trolley lines out of Rochester have their termini in Buffalo, Geneva, Sodus and Syracuse.

It was in Mr. Hathaway’s year that the Chamber began to impress upon the city administration the advisability of adopting advanced methods of bookkeeping. The object sought by these recommendations, regularly renewed, were obtained in 1905, in the presidency of Clinton Rogers. It was in this year that Rochester gave its memorable welcome to one of its citizens, General Harrison Gray Otis, upon his return from the Spanish-American War. A triumphal arch in Main street embodied fittingly the testimonial of the Chamber.

LAMBERTON AND THE PARKS

Mr. Hathaway was succeeded by A. B. Lamberton, whose life’s work, in which he gained his initial interest as a Chamber member, has been the development of Rochester’s parks into a great system, envied by other cities on this continent and favorably known over the world. Henry C. Brewster, as Mr. Lamberton’s successor, served in 1902 his second term. It was in this year that Prince Henry of Prussia toured the United States, making a brief visit to Rochester and being elaborately entertained under arrangements made by the Chamber. A salute of twenty guns and a flare of red lights on tall buildings signalled his entrance into the city. Some 20,000 persons greeted him at the New York Central station, where he was formally welcomed.
by Mayor Adolph J. Rodenbeck and President Brewster, the presentation being made by Assistant Secretary of State David Jayne Hill. A procession escorted the Prince through the city, and he was presented with many gifts significant of Rochester.

Mr. Brewster was succeeded by Thomas B. Dunn, now representative in Congress from a Rochester district. Mr. Dunn possesses among many happy distinctions that of being the only man elected to succeed himself as a President of the Rochester Chamber of Commerce. At the close of Mr. Dunn's second year he was succeeded at the beginning of 1905 by Clinton Rogers, to whom Rochester will be forever indebted as its first and perhaps most vigorous crusader against the smoke nuisance. In 1897, Mr. Rogers, visiting Paris and London, became interested in the subject of their smoke abatement and personally interviewed men in charge of the work in those cities. On his return, he presented much data to the Trustees of the Chamber, coupled with a proposal that the Chamber begin an agitation for smoke prevention. Objection was made that such activity might throttle the enterprise of Rochester manufacturers and on that ground the proposition was voted "laid on the table". When Mr. Rogers became president in 1905, he proposed, in his inaugural address, three special activities for the year, and one of them was that the full force of the Chamber should be put behind his effort to have the Common Council of the city adopt an anti-smoke ordinance. A special committee appointed by him studied the subject and worked for an ordinance, creating some enthusiasm for it. The women of the city gave valiant support. Opponents gradually grew fewer, and on June 1, 1906, in the presidency of R. A. Badger, Mr. Rogers' successor, the desired ordinance was passed. Mr. Badger was succeeded by Michael Doyle. It was in Mr. Doyle's presidency that Sydney R. Clarke succeeded John M. Ives as secretary.
THE AWAKENING

It may be frankly admitted that the Rochester Chamber of Commerce has not through the entire course of its existence continued as a progressive, industrious, determined body, aggressively pursuing its tasks. It slowed up. It did not see new visions and get new impulses. The men who served were the best and in many ways the records made were more than creditable. Indeed, big things were done, but the big machine was not going forward steadily, day by day. In other words it was not a modern Chamber of Commerce; the times had changed, but it had not advanced with them.

The beginning of the new order of things came with the presidency of Charles F. Garfield in 1908 and the secretarialship of Sydney R. Clarke, who had begun his service in the previous year. It came into days of enthusiasm and high spirits and the exultant slogan “Do it for Rochester” was coined to give expression to a real impulse. The Chamber and its membership got right with itself and from a body which had fallen into indifference with the public, stepped with all the lustiness of new youth into the public’s favor.

Mr. Garfield was succeeded by Edward G. Miner, whose vision was genuine, born of an appreciation of Rochester’s needs, and who happily was possessed of the faculty of planning means to supply those needs. In this year Mr. Clarke resigned to accept a position with a Rochester bank, and was succeeded by the present secretary, Roland B. Woodward. Both Mr. Miner and Mr. Woodward appreciated that the need was not more enthusiasm, but of building in a solid way to cash in on the new spirit embodied in the phrase “Do it for Rochester.”

That is what it has been doing. The Chamber has been made a Chamber of results. It has done things; it has finished things; it has widened its scope; it has grown. New departments have
been added to it; new work undertaken. There has been less assertion perhaps, but more real service given and many more things done. The slogan has been “Service,” and the satisfaction of service done for the community. Constructive service at that. The Chamber itself has been a genuine democracy with equal rights to serve. The result is a Chamber that is strong, a growing organization, confident of its ability to do things, with a membership that is proved, and a city appreciative of its many advantages and many blessings.

A CITY PLAN

In Mr. Miner’s term two important tasks were undertaken with characteristic vigor. One was the obtaining of a city plan. A committee was organized consisting of Chairman, James G. Cutler; secretary, Charles Mulford Robinson; treasurer, Hiram W. Sibley; Josiah Anstice, William C. Barry, William Bausch, Walter B. Duffy, Charles P. Ford, Alexander M. Lindsay, Robert Mathews, William S. Morse, Edward G. Miner, William Pitkin, J. Craig Powers, Lewis P. Ross, Charles H. Wilsie. A fund of $10,000 was raised quickly and three of the best experts of the country obtained: Arnold Brunner, of New York; Frederick Law Olmsted, landscape architect of Boston, for years the consulting architect for Rochester’s park system, and Bion J. Arnold, traction engineer, of Chicago. Their report was not completed in Mr. Miner’s tenure of office, but was made in that of his successor, George Dietrich, and remains today as a standard below which the city in making changes or undertaking new construction cannot go with impunity.

The other matter which taxed particularly the ability of the Chamber in Mr. Miner’s year was the locating of the new New York Central Station. Such a station had long been advocated by the Chamber. In this year, 1909, William J. Wilgus, a
former member of the New York Central railroad engineering staff, came with elaborate plans for a station over the Genesee river between Main street east and Central avenue bridge. A deciding factor in the failure of this plan was the limit of space it could provide for trackage. With this disposed of and with all in agreement as to the wisdom of the disposition, the present site was announced and work begun on the present station, which for beauty and artistic worth adds a distinction to our city. This station was completed and put in service in 1913.

SOME BIG THINGS DONE

While outstanding results were obtained, it must be remembered that the Chamber was increasing day by day the acts of service given members who sought its information, advice, or who desired information obtained for them and, more important, was giving its membership additional opportunities to serve. In Mr. Garfield’s year, a beginning in traffic service had been made and this, in the years of Mr. Miner and Mr. Dietrich, was made more efficient, though far below the excellence of the Traffic Bureau which the Chamber maintains today. Mr. Dietrich’s year was one in which the rejuvenated Chamber continued to take stock of itself and grew stronger in its pursuit of constructive tasks and permanent results. Among the activities initiated in this year by him, and made thereafter an integral portion of the Chamber’s work, was the organization of the Sons of Members, and their trips of inspection to the large manufacturing plants of the city. This activity, which he enthusiastically directed, was a source to him of great satisfaction and pride.

Beginning with the presidency of Charles F. Garfield and continued with increased vigor by his successors, a determined effort was made to make Rochester the Convention City. With
the completion of the new State Armory in Main street east, built at a cost of $300,000, the old armory in Washington square was obtained by the city and in 1907 remodeled as a Convention hall. Plans for a greater, finer structure on this site were drawn but never realized, though Convention hall annex was built shortly thereafter.

Rochester's Convention hall has a seating capacity of 3,800 persons. The annex contains 34,800 square feet of floor space for exhibits. Here, in the years 1908, 1909 and 1910 respectively, under arrangements by the Chamber, the first three Rochester Industrial Expositions were held. They were successful in every particular—in attendance, in display of Rochester-made goods and in advertising the city. In addition, the receipts provided the Chamber with funds for carrying on its increased work.

In the Tenth ward, and surrounded by an excellent residential section, was the State Industrial school, behind whose high stone walls boys convicted of misdemeanors worked out their commitments. Every one heartily applauded the purchase of wide farm lands at Rush, on which these boys could be placed as colonists, where there would be no walls, but bracing country air and the sight of lands and trees, expanse of sky and a beautiful stretch of the river Genesee. But when it was learned that the state proposed to use the abandoned school property in Rochester as a prison, the community was stirred to protect itself. The Chamber took the lead in the fight to obtain this property for the city and with the co-operation of the Mayor and medical societies prevailed upon the state to relinquish its plans and sell the property to the city. In a short time the walls were down and, finally, in 1911, in the term of Mr. Eastwood, the transformation into the splendid Exposition Park was effected. Thereafter, under semi-municipal management, the annual Rochester Industrial Expositions have been held.
EASTWOOD AND MORGAN

The year 1911, Mr. Eastwood's presidency, saw the successful conclusion of the Chamber's efforts to coordinate charity work in Rochester in a United Charities. After a period in which the new organization was housed in the limited quarters of the Chamber, the necessary finances were obtained and the work having been brought to a commendable degree of systematization, other offices were obtained for the institution and the separation was made complete. The Chamber, active in the plan to organize a National Chamber along the right lines and representative, participated actively this year in the organization at Washington of the Chamber of Commerce of the United States of America.

It was in Mr. Eastwood's term that with trepidation the Chamber introduced a feature in its life which has meant extraordinary things for its usefulness to its members individually and as an organization. This was "the lunch room," the serving of a luncheon between noon and two o'clock, to committees in such retired space as was available, to the general membership in the large room originally maintained as a library. As a social leaven and for committee attendance the lunch room soon became an absolutely essential feature. It was placed in the beginning in charge of a house committee consisting of Chairman A. V. Smith, John H. Pierce and George B. Schoeffel. In time the committee reported that the lunch room required constant attention and recommended that employees of the Chamber be charged with its management. This, accordingly, was done.

The Chamber's great debt to Mr. Eastwood is found in the leadership the organization took throughout the country in fire prevention, beginning in the administration of Mr. Dietrich, his predecessor, and reaching full strength and authority in his own. This was his enthusiasm. The booklets on Fire Pre-
vention, gotten out under his direction and close personal supervision, won the liveliest appreciation throughout the country and stimulated fire prevention activity in many other cities. Clean-up Week, most thorough in character, was another practical fire prevention agency begun in his administration. They set an example, which other Chambers, one by one, began to follow. The efficacy of this work of fire prevention by the Chamber is indicated by the fact that, following important annual reductions, Rochester’s fire loss in 1916 was $1.04 per thousand, the lowest in ten years.

AUTONOMOUS COUNCILS

In the administration of Henry W. Morgan, 1915, the Chamber entered upon a new era of development, the organization within itself of autonomous councils for special work, most of them financed and directed by those who would profit most directly from their activities, and yet held accountable to the Officers of the Chamber and obligated to operate within the policy of the present organization. It meant specialization in an increasing number of fields. It was in accord with the spirit of the times and spelled progress.

The first of the autonomous organizations created was the Safety Council. Activity in the Chamber for increased safety to life and limb had followed quickly on the heels of Fire Prevention work. A committee on accident prevention was the first step. Representatives of the larger plants took the keenest interest in this matter, both in the equipping of their machinery with safety devices and the education of their workmen along accident prevention lines. Mr. Morgan warmly endorsed a proposal that the accident prevention committee be expanded into the Safety Council and, as such, linked with the National Safety Council. The number of industrial accidents as a result
of the work of the Chamber’s Council has fallen off perceptibly each year. During the first three years of the Council’s existence, the accident rate dropped almost fifty per cent. In 1916 the rate had reached what is considered a minimum by many. Public safety propaganda goes hand in hand with the industrial work.

The second of the autonomous organizations created was the Community Council, in March, 1913, composed of the representatives of Chambers of Commerce, Boards of Trade, Improvement Associations and other civic and industrial bodies in the villages and cities of the seven counties nearest Rochester, those of Genesee, Livingston, Monroe, Ontario, Orleans, Wayne and Wyoming. This council has done a splendid work. In its initial year it killed a water storage project which would, after the State had invested about $5,000,000 in it, have proved worthless. It instituted several years afterward, and again at the instance of Mr. Morgan, a campaign to enhance the beauties of its already lovely countryside by highway planting of elm or other trees at well spaced intervals. This it continues to urge with satisfying results. Elsewhere, particularly in Massachusetts, the highway tree planting idea of the Rochester Community Council has been copied. An indication of the interest taken in the Council is given by the attendance at its annual dinners. At one of them, with only twenty-five Rochesterians present, there were 525 guests from places as distant as fifty miles.

RATES CUT IN TWO

Mr. Morgan’s year in many other fields was noteworthy. It was in his term that the Chamber without recourse to the Public Service commission, but with friendly yet determined negotiation, succeeded in effecting an equalization of baggage rates that practically cut in two the rates of the Westcott Express company, a corporation which enjoyed a monopoly in this city. Under
the Chamber’s encouragement and under safeguards as to hours interurban trolley express service was begun by one of the important lines entering the city, and an arrangement with steam railroad officials was effected whereby freight houses thereafter were kept open on holidays not observed by manufacturing and business houses.

In the following year, with Robert M. Searle president, the Monroe County Farm Bureau was organized with the financial co-operation of the county, state and federal governments and assistance from railroads interested in the agricultural progress of the county. The policy from the start, so far as this bureau was concerned, was to increase its autonomy, once it had found itself and in proportion to its increase in strength and usefulness. The bureau has justified the expectations of the Chamber’s officers and to-day, in the height of its usefulness, its autonomy is complete.

THE THREE GEORGES

No additional bureaus were created in 1914, George W. Thayer’s year as president. This term saw a quickening of interest in waterway transportation, especially the Port of Rochester. Quiet but persistent work on the part of the Chamber for the annexation of Charlotte, with the interests of the port in view, was prosecuted with increasing earnestness. This object was obtained by the passage of a bill by the Legislature in the following year, effective January 1, 1916. It was in Mr. Thayer’s term, also, that the Chamber assisted in the organization of the Great Lakes Waterways Association, at a conference held at Buffalo. In this year, also, largely through the Chamber’s efforts, apprentice part-time agreements between employees and the city schools, were arranged.
In 1915, with George W. Todd president, the retail merchants of the city were organized into a Retail Merchants' Council, and before the year was out a similar organization among the wholesalers was effected. Both councils carry on successful and important work, with a most commendable spirit of good fellowship and co-operation. Towards the close of Mr. Todd's year the Traffic Council was established.

The Industrial Management Council, the last of the councils, was organized in the latter part of 1916, in George W. Robeson's presidency, and has been gotten under way with splendid results obtained under his successor, the president of this year, Harper Sibley. Its purpose, as set forth in its by-laws, is "through cooperation, investigations by paid experts and systematic interchange of ideas and information, to secure for members the benefits of the best, most efficient and most economical factory methods in use."

THE TRAFFIC BUREAU

The Traffic Bureau, after its establishment in April, 1915, in the presidency of George W. Todd, gave an excellent service in the matter of express and freight claims and in auditing freight and express bills. In the following year, in the administration of George W. Robeson, its sphere was increased to the study of the larger traffic problems affecting the city and the giving of a more extended service. It seeks the completion of a scheme of reciprocal switching arrangements for all steam roads serving the city, including the R. W. & O. Branch of the New York Central Railroad, on a satisfactory rate schedule.

When the Officers and Trustees of the Chamber, in Mr. Robeson's year, wishing to obtain from an independent source a plan of routing the trolley cars of Rochester on as near an ideal schedule as was possible with the existing trackage and equipment
of the New York State Railways, engaged the services of Bion J. Arnold, of Chicago, traction engineer, to make the survey and the report, the bureau was able to assist in obtaining much data, as requested by Mr. Arnold and his staff. The report filed by Mr. Arnold contained important recommendations which, as yet, have not all been carried out, but it has established many facts upon which proper trolley service in Rochester hinges and its findings and recommendations cannot be ignored in the consideration of any Rochester trolley service problem.

BARGE CANAL VICTORY

The Rochester Chamber of Commerce, while giving through its Traffic Bureau the closest attention to the city's steam and electric railroad transportation problems, has been increasingly alive to the future transportation service it is to obtain from the Barge Canal, when completed, and the Port of Rochester, when the Welland Canal enlargement is finished and the local port is even half developed. It is now easily the leading port on Lake Ontario. When the Barge Canal was projected, Rochester, as a city, and the Chamber of Commerce, as a body, opposed it as promising benefits disproportionate to its immense cost, and in 1903 Rochester registered a majority of 16,196 against the project. But once the state was committed to the task, the Chamber prepared to make the best of what it considered a doubtful bargain. In 1911 it campaigned in favor of the great fund necessary for harbor terminals for the canal, obtaining a Rochester majority of 5,622, and when in 1915, in the presidency of George W. Todd, an additional appropriation of $27,000,000 was required, this Chamber after receiving assurance that the plan as set forth by legislative act and referendum to give Rochester a one-level Barge Canal harbor from the canal crossing at Genesee Valley Park to a point several hundred feet south of the Court
Street bridge should not be tampered with, waged a most vigorous campaign of publicity. The result was a majority of 15,097 in the city in favor of the appropriation and in the county a majority of 16,288. The vote in the state was close. Had Rochester maintained its traditional attitude on Barge Canal matters, the referendum would have been defeated.

HOMES OF THE CHAMBER

The story of the Chamber’s expansion can be presented clearly by following the thirty years’ growth of the facilities it had for carrying on its work. As has been stated, its preliminary meetings were held in the Mayor’s office, the Common Council Chamber, and the office of Traders National Bank. Early in 1888 the Rochester Club abandoned its rooms on the second floor of the Savings Bank building, having purchased a club house in East avenue. On Tuesday, February 6, 1888, three hundred members of the Chamber met in this room for the first time.

The first quarters consisted of an L-shaped group of rooms. All worthy organizations were free to use the rooms of the Chamber for their meetings, and the records show that the quarters were commodious enough to accommodate five or six such meetings at the same time.

As early as 1889 there was serious and persistent talk of erecting a new Chamber of Commerce building, one that would be, in the words of the secretary’s report of that year, “worthy of us.”

Messrs. Keeler and Kimball finally put an end to the discussion by erecting the Chamber of Commerce building at Main street and South avenue, to contain 180 offices and the rooms of the Chamber. It was begun in 1894. The Chamber moved in about the middle of 1895. The building, especially the
Chamber's portion, was considered a marvel for its substantial construction and elaborate features. The wood carving in the assembly room was long regarded as an unusual piece of decoration. In the beginning the small room at the front of the building was the office of the secretary and his assistants, consisting first of a stenographer with an assistant secretary added later. The room which in 1911, in the presidency of A.B. Eastwood, became the dining room, was used as a library and reading room, and the main hall was used as an auditorium.

There is no exaggeration in saying that the eleventh floor of the building at Main street and South avenue for many years provided more than ample room for the Chamber’s activities. But with department being added to department in the necessary expansion of its activities after its awakening in 1908, every available inch on the floor became utilized, and by 1913 offices for the stenographic and multigraphing force had to be taken on the floor below. The space thus provided on the eleventh floor remained vacant only a short time; the cramped and crippling condition of affairs soon became more evident than ever and, finally, the organization of the councils and the Traffic bureau brought about absolute congestion.

MR. EASTMAN INTERESTED

In the presidency of George W. Thayer, 1914, George Eastman, who for some time had been quietly observing the work of the Chamber, gained concern about its needs and became a believer in its future, provided those needs were supplied. The first and greatest of those needs as he saw it, was a Chamber of Commerce building devoted solely to the Chamber’s uses. The problems of such a building were not solved even by Mr. Eastman in a day, but in the presidency of George W. Todd, Mr. Thayer’s successor, his plans were clearly defined. The lot at St. Paul and Mortimer
streets was bought and architects, Claude Bragdon with Foster & Gade, of New York, as associates, were engaged to draw up the plans.  Ground was broken early in the spring of 1916.  The cornerstone was laid by President Todd with appropriate ceremony, on June 29, 1916.

The one stipulation of the Chamber made by Mr. Eastman, that a fund of at least $100,000 be raised to properly equip, furnish and maintain the new building, was quickly met by a subscription of $146,000 from the membership and placed in the hands of fifteen Trustees of the Building Fund, duly elected; and later organized as follows: Chairman, Granger A. Hollister; vice-chairman, George W. Todd; treasurer, Albert B. Eastwood; secretary, Fred C. Goodwin; Edward Bausch, P. V. Crittenden, Edgar N. Curtice, James G. Cutler, Frank W. Lovejoy, Joseph Michaels, Edward G. Miner, Henry W. Morgan, George W. Robeson, George W. Thayer and Andrew J. Townsend.

THE BUILDING COMMITTEE

Throughout the more than a year that the construction of the building was in progress, the details were closely supervised by a Building committee named by the Officers of the Chamber and consisting of three former presidents: Chairman, Albert B. Eastwood; George W. Robeson and George W. Todd.  They were indefatigable in their labors and brought to them an experience and judgment of exceptional value.  The debt the Chamber owes them for the exacting, tireless performance of their duty, cannot be overstated.

This building to-day is complete and the Chamber's force is housed in it and at work.  They took up their tasks there on Thursday, September 20th, handing that morning to the superintendent of the building at South avenue and Main street the keys of the quarters the Chamber had so long occupied.  Mr.
Eastman on the foregoing Monday, September 17th, had formally
given to the Officers of the Chamber the keys of the new building.
Quiet and beautiful, fairly in the center of Rochester's most
active commercial district, this building, erected with little
regard to its cost and with every regard to its utility for Chamber
of Commerce work, promises for many years to stand a monument
to the generous spirit which built it and a tribute to the worth
of the organization for whose needs it was provided. The
entrance of the Chamber into this new home finds its prestige
at the highest in its history and membership in it a distinction
which no Rochester business or professional man can ignore.

THE CHAMBER TODAY

In 1888, the year after organization, the membership of the
Rochester Chamber of Commerce was 339. To-day it is 3,000.
In 1888, and in the years thereafter, important things were
done by a few men in the name of the Chamber of Commerce.
To-day there are a multiplicity of things done for and by many
men, working as a Chamber.

In 1888 there were six standing committees in the Chamber.
To-day there are thirty-four standing committees, with definite
work to perform, meeting regularly to take counsel, to hear
reports on progress and to give themselves new tasks towards
the completion of their assignment.

In 1888, and through years thereafter, the workers were few.
To-day there are many and a man is judged by his ability to do
things. The work of the Chamber to-day is limited only by the
extent of the membership.

In 1888 the Chamber had no home. Its occasional meetings
were held in the office of a bank official. In 1888 it had its first
small office. To-day it has for its important and widely known
work the best equipped Chamber of Commerce building in the
world, devoted solely to its use.

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Chamber of Commerce
In 1888 the Chamber employed only a secretary. In 1908, it had a secretary with one assistant and a stenographer. To-day the Chamber's staff consists of a secretary and eleven assistants. It has a cashier and an office manager, and an office force of sixteen persons and a lunch room force of twenty.

In 1888 and for many years following, men asked what the Chamber of Commerce was, what it was for and what it did. To-day its works speak for it. It is an institution which has justified itself by what it does and which every day justifies itself anew.

To-day Rochesterians are proud of Rochester. To-day Chamber members are proud of their Chamber. A man has a distinct satisfaction in being a member of a strong, working organization, with vision and courage, in which one is as good as another, an organization known from Maine to California as a leader in Chamber of Commerce work.

Wherever Rochester men go they hear the Rochester Chamber of Commerce praised. Returning they investigate it. Then they join, so that they may have a part in the Chamber's work.

To-day there is confidence in the Rochester Chamber of Commerce. Men know that the first requisite that the Chamber demands of every proposition is that the thing be right.

To-day the Rochester spirit lives and the Rochester Chamber of Commerce is its exemplar.