

R. R. #1, Ladner, B. C.  
31st March 1926.

Dear Jarvis:-

I am in receipt of your letter of the 22nd inst., and am pleased to learn you accepted my remarks in the spirit in which I tendered them.

I am also pleased to learn Mr. Whitehead and yourself agree as to the desirability of having an "outside man" to keep in touch with affairs at the canneries. This is what I originated when I installed district managers for the company at the time it commenced business. They were all practical, experienced cannerymen who had managed canneries themselves and were qualified to take charge of any plant should circumstances make such a step necessary. It was a mistake when these district managers were done away with, and resulted in many thousands of dollars being lost to the company through petty jealousies and lack of co-operation between the respective cannery managers.

The company should have at least two such district managers; one whose jurisdiction should cover Skeena and Naas rivers, Lowe Inlet and Queen Charlotte Islands; the other Rivers Inlet, Bella Coola and Alert Bay. Fraser river does not need anyone, and the Vancouver Island season being later than in District No. 2 one of the northern men could proceed there when the season closes up north. These district managers would not only see that all canneries under their charge were properly managed, but could send surplus fish from one locality to other localities where they could be handled, thus increasing packs all around. This is what Gosse and Hager do, what I did, and what to some extent Wallace Fisheries occasionally did, but which the B. C. F. & P. Co did not do.

You ask if I can suggest any one for such a position. I have in mind one young man, Mr D. E. Manley, whom I think would exactly fill the bill if you can secure him. He is young, energetic, intelligent and capable, and had several years practical experience as manager of Namu cannery, where he put up packs as large as 70,000 cases in a season. Outside of Mr Manley I cannot at the moment think of anyone possessing the desired qualifications but doubtless Mr Whitehead may know of some one else.

But while I heartily concur in the necessity of having these outside men, or district managers, on whom the head office management can rely to keep in touch with progress in the canning areas, it was not such I had in mind when writing you on the 9th inst. Their duties would only embrace one branch of the "field conditions" of the business. There are other, and more important, conditions which have constantly to be dealt with by the head office, where expert advice would produce good results or avoid bad judgements. For example let us take government regulations and political interference. As I pointed out to you when you were in Vancouver, the insistence of the canners on what they considered their rights - or what Bell-Irving terms "vested interests" - created friction with the department, antagonism from fishermen and others, and interference from politicians anxious to make votes by denouncing monopolists. For 15 years

