

cabinet, the Canadian Pacific Railway was brought to its marvellous accomplishment.

It must be admitted that even the resolution of Mr. McIntyre faltered at an arduous stage of the work. Some ten years ago he sold out most of his stock in the company and left its directorate. This step manifestly made the task more difficult to those who remained. All the more honor to the men who persisted and conquered.

None who did not know him intimately could easily become aware of the tenderness that lay beneath a rough manner in Duncan McIntyre. Vehement in his enmity, he was ardent and staunch as a friend. A born fighter, when fighting was to be done, no heart was more tender and no allegiance more true than his to his intimates. He was of those who, true to his Highland blood, would go through fire and water to the succor of a friend.

Of recent years symptoms of ill health developed in Mr. McIntyre, and it might have been well for him had he attended to them. But he was often intractable, and presumed largely upon his physical strength. For a year past he has suffered from troubles of the respiratory organs, and later *angina pectoris* held him in its terrible grasp. His early death—he was only 60—is to be regretted; but his career, from a clerk in a country shop, at Renfrew, to wholesale merchant in Montreal, and then a railway magnate, stock operator and millionaire, is an instance of what possibilities are open in this country to men of enterprise.

#### EARLY CLOSING.

We have frequently taken occasion to comment upon various movements directed towards securing the early closing of shops. Our comments have been universally favorable to the idea; for we believe it to be not only in the interest of shop employees, but also consider that its results will be favorable to the employers as such, and to the general advantage of the business community. Not all the success of a prosperous business is due to skill in buying and effective display of goods, although these are most important factors; for much depends upon the appearance and bearing of the clerks. And the ideal salesman, or saleswoman, is not the product of long working hours. Most Canadian wholesale houses have adopted early closing systems. Those employed in these establishments, which usually close at five o'clock, have the privilege of taking part in all athletic sports, and at the same time can devote their evenings to mental culture. That good use is made of these opportunities none will dispute. Why, then, should the employees of the retail merchant be less favored?

The agitation for early shop closing appears to be a universal one and is confined to no particular line of business. From our exchanges this week we learn that in various towns in Ontario the early closing system is being adopted by jewelers, druggists, hardware merchants, grocers and provision dealers. But the most interesting information concerning the movement comes from Montreal. At a meeting of a special committee of the city council held to consider the advisability of passing a by-law enforcing the early closing of stores, both the advocates and opponents of the scheme received a hearing. Four hundred and forty-four merchants signed a petition for the early closing of stores on Tuesdays, Wednesdays, Thursdays and Fridays at 7 o'clock p.m. in the winter, and 8 o'clock p.m. in the summer. Twenty-two

storekeepers at Hochelaga declared themselves in favor of early closing, without specifying days or hours. Sixty-eight grocers favored early closing on Mondays, Tuesdays, Wednesdays and Thursdays. Of landlords and storekeepers who were opposed to the closing of stores at a fixed hour, there were 285, while 361 declared that it would be impossible to enforce such a by-law. Another petition gave the names of the aldermanic candidates at the last election who pledged themselves to vote for early closing. The opponents of early closing urged that it meant an advantage given to the large stores at the expense of the smaller shops. Some asserted that a third of their business was done after 7 o'clock in the evening. Others contended that the present system was in the interests of the clerks themselves, in that it kept them from the streets and dissipation at night time. It was also claimed by the counsel of those opposing the scheme that consideration should be paid to the fact that many merchants had recently expended a great deal of money in fitting up their business places with lighting apparatus, while others had taken long leases of particular stores because of the fitness of their situation for doing an evening trade.

Some of these objections are not worthy of serious attention; others are valid and deserve to be considered. For some people the most favorable shopping time is after 7 o'clock in the evening. This is, however, probably as much the result of habit as of anything else. Where it is really disadvantageous to shop before that hour, consumers should be prepared to suffer some little inconvenience, at all times bearing in mind the golden rule. On the other hand, merchants, or the early closing associations, should regard the needs of consumers, and in each case where the system is adopted cards should be sent to the customers of the store giving notice of the change and asking their co-operation in the scheme. That some merchants will suffer more than others we can well believe. This is unfortunate, but the disadvantage will for a large part be found to be but a temporary one, and we may repeat, some sacrifice may well be made to accomplish so great a good. An unfortunate feature of an early closing by-law is its compulsory nature. Trade should, in so far as is possible, be free from government restrictions. But unless early closing be made binding on all alike the movement must meet with failure.

#### GENERAL AVERAGE REFORM.

An article on this subject occupies several pages of the London *Economist* of May 26th. It was at one time proposed by the committee of Lloyd's to abolish general average, failing which there should be an end of compensation in general average in respect of losses caused by voluntary sacrifice. The proposal is now revived in a modified form.

It would seem that the principal reason for reducing the field covered by general average is that it is a comparatively small matter, and it makes a great deal of work and keeps ships' accounts open and unsettled for years. The objection is that the shipowner has already contracted himself out of a great many liabilities, and it is not good policy to release him further. It is also suggested that if the shipowner is not to be compelled to contribute in the event of jettisoning a part of the cargo, he will be too free with other people's goods. The case is suggested of a steamer ashore. If the master lightens the ship by throwing the cargo overboard, the loss falls on others than the owner, but if he tries to pull himself off

with his own engines the risk of damage to the machinery is incurred by the owner. It is assumed that in such an emergency the master would do what involved the least risk and expense for his owner.

The article—which presents the case for partial abolition and afterwards the case against it—concludes thus: "The proposal requires consideration from other points of view, but we must close with a reference to the appeal to the merchant: 'What does it matter to you? In any case you will recover from your underwriters.' But is this quite certain? It is certain now that if part of a cargo of wheat be jettisoned for the general safety, the owner has a claim in general average; but rob him of this right, and are you sure he could compel his underwriter to pay for the jettison of part of a cargo insured free from particular average?"

#### EASTERN TOWNSHIPS BANK.

The report of this bank takes a calm view of the general features of business and devotes a paragraph or two to the state of matters in the Province of Quebec, south of the St. Lawrence. In the slight decline of demand deposits and the decreased circulation during the year the report sees a reflection of the general dullness, but there is on the other hand an increase in deposits at notice. And Mr. Heneker tells us that the deposits in this bank have shown a steady increase all through the financial crisis of last year in the States. There is still, he adds, a need for care and caution, for business is dull. Some of the large factories find it hard to keep their wheels going, "and it will take time for the people to recover the purchasing power which is necessary to make trade profitable."

With evident satisfaction the growth of dairying in the Eastern Townships of Quebec is noted, and to the mind of the president it seems as if the principle of combination seems for the first time to have seized on their farmers. May they be advised, well situated as they are for grazing and dairying, to pursue the policy of maintaining high quality in their product.

The bank has earned nearly as much this year as last, and places a larger sum (\$30,000) to Reserve, after paying the usual dividend. This fund is approaching the goal of one-half the capital. We observe in the report a feeling reference to the death of Mr. Mansur of Stanstead, one of the directors, a man whose estimable qualities had become known beyond his immediate circle. The stockholders confirmed the interim selection by the board of Mr. John G. Foster, of Derby Line, Vermont, to fill the vacant directorship.

#### WINNIPEG BANKERS' ASSOCIATION.

The second annual meeting of the Manitoba sub-section of the Canadian Bankers' Association was held on Thursday, June 7th, in the clearing house rooms. A large attendance of members was present.

The retiring chairman, Mr. Arthur Wickson, in his address, reviewed the doings of the Manitoba association since its organization, and also took a hopeful view of the development of the province and of Winnipeg. The following are the officers elected for the coming year:

Arthur Wickson, manager Merchants' Bank of Canada, re-elected president.

F. H. Mathewson, manager Canadian Bank of Commerce, re-elected secretary-treasurer.