Presbyterian Church Association Backs M'Nair In Appeal

HENRY FORD SCOFFS AT RUMORS SATURATION POINT OF CARS NEAR; ASKS FREE TRADE BASED ON LABOR

Great Manufacturer Visions a Fair Exchange of Goods Without Favors or Arms.

FOREIGN MARKET

Points to Outside Sale of Motors as Business of the Future.

This is the first of a series of interviews secured especially for The Advertiser and the North American Newspaper Alliance.

By JOHN F. SINCLAIR Economist, former banker, businessman and university teacher and author of the series "Can Europe Hold Together?" and "Can Your Taxes Be

In 1903 Henry Ford was a firstclass mechanic, aged 40, working for wages, dreaming, tinkering, thinking,

Twenty-one years later we find the same qulet, unaffected, apparently easy-going dreamer, still tinkering, still hoping. But he is now the world's richest man, employing directly more than 500,000 people, glass factories, steamboats, saw-mills, timber lands, coke ovens, foundries, power plants (the greatest on earth), glass furnaces, silica beds, wood distillation plants and garnet mines. And possessing more cash in the bank than any other individual or corporation in the his-tory of the world.

tory of the world.

Today his 62 years press lightly upon him, for his blood pressure is that of a boy under twenty. Active, alert, quick in thought and speech, didactic in expression, his vast business enterprises now encircling the light of the result. riobe, do not seem to give him a care. He keeps no office hours. He has no regular office. He just drops in at the different offices of his managers, chats with them. philosophizes, and dreams—not of the past, but of the future.

'Mr. Ford, when is America going to reach the saturation point in the ufacture and sale of automo-

His face was a study. The impulsive smile vanished.

than 17,000,000 automobiles. People used to talk about one million cars

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who says the world's consumption of automobiles is only at its beginning, although 20,000,000 are now in operation. Free trade for the world without favors or arms is the dream of the great motor manufacturer.

Great Markets Waiting.

used to talk about one million cars as the limit for us; then five millions, then ten, then fifteen. Now we have seventeen million to use. Yet in 1924 to seventeen million to use. Yet in 1924 to in the United States will be we produced 3,000,000 more. This year looks like another large automobile production year. Out factories are turning out about 7,500 cars per day at the present time."

The man who has manufactured more cars than all the rest of the more cars than all the rest of the More as asked to elaborate on this when the annual automobile production when the annual automobile production when the annual automobile production in the United States will be larger than the total sales within the United States. But the United States has only one-fifteenth of the population of the world. We will enter actively into world trade. We will sell our surplus cars outside of the United States and Canada."

He was asked to elaborate on this when the annual automobile production in the United States will be industry. I see no revolutionary basic changes in sight. But if the wireless transmission of power becomes a reality, for example, the whole industry might experience a complete change. Only future developments and discoveries can answer this question.

Interested in Lives and Homes.

"I am primarily interested in building lives and homes," he went on, when asked as to his reason for buy-

of the United States is a perfect demonstration of the line that world trade should follow. And such a "Th

hurts and restricts all legitimate very business and industry.
"Such world trade, based on labor and fair exchange of goods and no favors, does not need armics and navies for its protection. It needs only the good will and confidence of friendly neighbors, who have been helped and not hurt by its develop-No, the so-called saturation in the automobile industry is myth. So far as we are concerned production of cars has only started."

Mr. Ford was asked if the basic automobile construction principles

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"Saturation point—that's a phrase world combined, talked quietly, unused at present are likely to conused by economists. I think," he began. "In America we have now more affectedly."

"Porhaps. But who can talk."

"I am primarily interested in build-ing lives and homes," he went on, industry and to progress. He was asked to elaborate on this when asked as to his reason for buy-

dreamer of practical dreams, in ac-

"There is something sacred about where, gold standard or no gold course will be followed when we come to know that all tinkering and monkeying with natural free trade hurts and restricts all legitimate business and industry.

"Such world trade besid on labor "Such world trade besid on labor"

Three Fords Own Great Business

The Ford Motor Company began business in 1903 with a paid-up capital of \$28,000. Mr. Ford put in \$5.740, and was elected vice-president, designer, master mechanic, superintendent and general manager. That's all the real money ever put into the business. money ever put into the business. By 1906 Mr. Ford had bought sufficient stock to bring his holdings up to 51 per cent, and a little later

to 58½ per cent. In 1919 Edsel Ford, his son, purchased the remaining 41% per cent of the stock, paying about \$75,000,000. Today the Ford Motor Company, in all its vast ramifications has just three stockholders Mr. and Mrs. Henry Ford and Mr. Edsel Ford, their only son.

wages are mere figures, out in the world wages are bread boxes and coal bins, baby carriages, children's education, family comfort and contentment. Keep the home happy by keeping the shop busy. Profits—what are they if they are not used to make doubly secure the home, dependent on the shop and to create more lobs. on the shop, and to create more jobs

"Money is a tool. It is just a part of the machinery. One might as well borrow a hundred thousand pumps as a hundred thousand dol lars, if the trouble is inside the business. More pumps will not cure it, neither will more money. Borrowing to cover waste or mismanagement, or both, is just like a drunkard tak-ing another drink to cure the effect of the last one. It makes the con-

"Take the case of the railroads. terests piled on load after load of securities until the structure grew top-heavy and fell over. Then they got in on the receivership, made money at the expense of the gullible

of the hands of the managers, instead of operating under the rule of
common sense and according to circumstances, every railroad had to
operate on the advice of counsel.
Rules spread through every part of
the organization. Then came the
avalanche of state and federal regulation, until today we find the railroads hog-tied in a mass of rules.
With the lawvers and financiers on With the lawyers and financiers on the outside, the railway manager has little chance. That's the trouble with the railways. Business cannot be conducted by law. Bankers too often think solely in terms of money. They think of a factory as making money, not goods. They want to watch the money, not the efficiency

Fords Flying.
We were sitting in the office of the editor of the Dearborn Independent. It happened that on this day the army fliers were expected there to dedicate the new Ford flying field, twelve miles outside of Detroit and just across from the Ford automobile plant at Dearborn. While we were talking, the hum of the engines overhead attracted our attention. Going to the window we saw the leader and thirteen other planes arriving in battle formation. We stood there at the

"Over there," said Mr. Ford, "I have laid out 600 acres for a new flying field. It is level and close to Detroit. It should make an excellent landing place. But I can make it 1,200 acres, or 1,500 acres, if neces-

sary."
Of late Mr. Ford has become in tensely interested in the whole prob-lem of aviation. Across the way, on the flying field, during the past few months, there has been erected a small factory for the building of a certain type of aeroplane. The directors of this new manufacturing organization include some of the most able businessmen in the country. The names of Edsel Ford and Mr. Mayo, chief engineer of the Ford Motor company, appear on the list. Is Mr. Ford becoming interested in the new science of aircraft? Some peo-ple who know the working of Mr. Ford's mind believe that he is

But Mr. Ford was not talking about the aeroplane development then. As of the army men. Mr. Ford, looking out of the window, continued in his fluent way:

"No financial system is good which class advantage. Why? of gold in the country, regardless of gram is as follows: the amount of wealth in the country.
You understand I am not a soft-"Perhaps. But who can tell?" money advocate. Neither are the Change is the order of both life and people of this country. On the contrary, the people have always been on (c) At the Mid Hour the side of sound money."

sound money?"
Money Part of Transportation. direct agency used for conveying goods from one person to another. (a) My Lagan Love

"But money as a medium of ex-change must not fluctuate in value. (c) Monday, Tuesday point.

"We in America can live within Ford Motor Company. "We really A foot is always twelve inches, but A foot is always twelve inches, but ourselves," he declared. "We can place for the non-working even raise rubber. We can place a stockholder. He is usually more instockholder. He is usually more interested in dividends than in mentariff wall about ourselves high enough to keep out the goods of other countries if we so desire. But I for one do not favor that narrow. If at any time it became a question between lowering wages or abolishing dividends, I would abolish divisions and the people would soon make them to the people would soon ma inches today and 32 inches tomorrow. ing? the people would soon make them (b) My unrestricted and unhampered among the nations of the world. The free natural unhampered and unrestricted trade between the forty-eight states of the United something is radically wrong somestandard. A dollar that stays a hun-

dred cents is as necessary as a pound that stays sixteen ounces, and a yard that stays thirty-six inches "Understand me, I am not against sound money. I am in favor of it, but (a) the mechanism of money today is old-fashioned. It has not kept pace with the development of other mechanisms of industry. A financial engineer seems to me to be the need today

"I believe the whole problem of money and credit, in its natural relationship to legitimate work and industry is the next big major problem facing the world for solution. The problem will not be solved quickly It seems difficult for people to understand what money was created for. That makes the solution more diffi-You understand that I am not a victim of the present system. It does not matter to me personally whether the system is changed or no But I am looking at it from the stand-

is that of good roads.

He said: "I have always believed that good roads and cheap transportation will solve all our major problems. They will enable people to

Money For Money, Not Roads.

"Too much money is being spent for the results which we are get-ting," he replied quickly. "The costs ting," he replied quickly. "The costs can be practically cut in two. Take the matter of interest. At five the matter of interest. At five per cent compounded, the principal will double in fifteen years. That is to say, twice as much money will be spent for the roads in a period of fif-teen years with this interest attached. Here you see it is a problem of interest expense primarily. It is not the expense of building the roads. It t is the expense of getting money to build the roads. It cannot see any rational reason why roads cannot be built by the government issuing non-interest hearing soring to be governed. Take the case of the railroads. There is scarcely a railroad in the interest bearing scrip, to be used as United States that has not been through one or more receiverships, and to be liquidated out of the taxes due to the fact that the financial in- raised by the people for good roads. "I know such an opinion is not considered orthodox. But it would

cut road costs in two, wouldn't it?

like bankers, know absolutely nothing about business. They live on rules. The bankers took finance out of the hands of the managers, instead of operating under the managers, instead of operating under the suite of M'NAIR IN HIS APPEAL



WILLIAM H. PIKE, prominent resident of Strathroy, who died on Sunday last and whose funeral was held on Tuesday. He was widely known for his interest in

Campbell McInnes Is Soloist in St. Patrick's Concert Tomorrow Night.

favors one class of producers over another," he said. "I think production has become so changed in its methods that gold is not the best medium."

Musical Art society choir under the direction of A. D. Jordan at the central collegiate, Thursday evening. J. that gold is not the best medium with which it can be measured. and Campbell McInnes, the eminent barithe gold standard, as a control of tone, who has gained an international credit, as it is now administered gives reputation as a singer of folk songs. Because will be the soloist. The complete pro-

.Arr. by A. Somervell as he himself is.' Arr. by Herbert Hughes "Dr. McNair's conduct has been wonderful," affirmed Rev. John Arr. by C. A. Lidgey "Mr. Ford, just what do you mean (d) Ballynure Ballad Arr. by Herbert Hughes

The Choir.

Arr. by Herbert Hughes

(c) The Philanderer (d) The Meeting ... J. Campbell McInnes. Irish tune from County Derry ..

(b) The Leprehaun ... The Choir. (a) The Minstrel Boy ... Traditional (b) Kathleen Mavourneen Traditional J. Campbell McInnes.

(a) The Cruiskeen Lawn ... Bantock (b) Kittky of Coleraine Bantock warding to the central missionary headquarters at Toronto. The Choir. The Choir.

(a) Over Here ... Arr. by C. Wood such a resolution. Mr. Crawford ad-(b) Trottin' to the Fair..

boint of future world progress."

One of the questions to which Mr. fliers—nose dives, spirals, tail-twist-ers. At last only fourteen specks could be seen against a blue sky.

tation will solve all our major prob-lems. They will enable people to come together, get acquainted, dis-cuss and exchange ideas. Then the difficult problems themselves will dissolve."

"Do you think that too much money is being spent on good roads today?"

faded out of the picture. He has put the world on wheels. His genius could put the world on wings. He turned around and spoke to a few friends near by.

"That's right," he said. "Let the government do the experimenting, the constructive work in aeroplane development. Then let production be turned out by private initiative. For in America we have the mechanical ability and financial resources to do what must be done, whether the task be an old or a new one." But that's another story

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top-heavy and fell over. Then they got in on the receivership, made money at the expense of the gullible security holders, and started the same old pyramiding game all over again.

Efficiency Versus Money.

"The natural ally of the banker is the lawyer. Such games as have been played on the railroads have needed expert legal advice. Lawyers, the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn, we went out the little frame cottage across from the factory at Dearborn across from the

Demand For Resignation As Cruel Persecution.

Association Brands Presbytery

MILLER IS TREASURER

Endorsing Rev. John McNair, D.D., in the attitude he has assumed toward the I-ondon Presbytery in refusing to resign as clerk when requested to do so, the Presbyterian church association last night passed a strong resolution indicative of its

confidence, sympathy and support.

The resolution brands as "false" the presbytery's charge of "inefficiexpressed sympathy with Dr. McNair "in the persecutions to which he has been exposed." and pledged to him the association's support "in his appeal to the Synod of Hamilton and

A second resolution adopted at the meeting reminded non-concurring congregations of the need of assistance in churches "crippled by seces-sion" and of the need for funds for the missionary work of the continuing Presbyterian church after union is consummated, and "encouraged" the tions for those purposes to the association treasurer

Appoints Treasurer.

The third item of business trans-The third item of business trans-acted consisted of the appointment of Andrew S. Miller as the permanent treasurer of the association.

Donald McAlpine, president of the association, characterized it as "a barbarous thing" for the presbytery to do to a man "so efficiently and ex-tordistribution of the presbytery and the conduct of men who will condemn a servant of God on a cam-coullaged charge. Why are they not outlaged charge. Why are they not association, characterized it as a barbarous thing" for the presbytery to do to a man "so efficiently and excellently qualified" as Dr. McNair.
Rev. John Hosie, St. Georges church, agreed that it was "a ruthless thing to do," but claimed that "the axe had fallen" on Dr. McNair, and not on M. MacKey, himself and

and not on Mr. MacKay, himself and others, because he (Dr. McNair) had happened to be a paid official. "Dr. McNair hasn't done anything more than any of the rest of us," ob-served Mr. Hosie, "nor has he done anything different than anyone else Lovers of Irish song will be interested in the program of the St. Patrick's concert to be presented by the and Dr. McIntosh biased in the pul-pit, on the street and in presbytery?"

Charges Persecution. "There is not a shadow of a doubt. emphatically asserted Rev. James MacKay, New St. James' church, "that this is persecution.

"It is not inefficiency," added Mr. MacKay, "but possibly over-efficiency on Dr. McNair's part in his love for his church, and he is being charged by men who are not nearly as efficient

Crawford, "under the shafts that have been thrown at his head every day he entered Presbytery. We would show that we resent that kind of work. and that we are behind him in carry. ing his appeal to the synod."

The resolution, proposed by Kelman and Rev. James MacKay, was adopted at this juncture by a .. Arr. by Hamilton Harty standing vote and amidst hearty applause.

Dr McNair Speaks.

Tuesday ... In reply, Dr. McNair stated that Arr. by Herbert Hughes the request for his resignation had grown out of the resolution passed by the association at one of its pre-vious meetings, which "exposed" the central union committee and MacCunn presbytery union committee, in that, while preaching publicly that Elgar ists in non-concurring congregations should remain where they were until after June 10, had decided, and acted upon the decision, that it was "wise to allow and encourage secession immediately in order to weaken the ... A. D. Jordan anti-unionists."

"All the time the presbytery was

A. D. Jordan urging all to remain where they were," pursued Dr. McNair, "a secret A. D. Jordan union committee was doing its level best to cripple a lot of churches; from County

Arr. by Grainger

say it was hypocritical and cruel, and I believe it to be so." (Applause.) A resolution was introduced also by ...Bantock A resolution was in MacKay, which proposed "to instruct treasurers of non-concurring Presbyterian con-gregations to hold such moneys for the budget as not specially marked in trust until June 10," instead of for-

headquarters at Toronto.

Arr. by Lloyd

Mr. Crawford and Dr. McNair both Villiers Stanford down a little deeper in our jeans and vised that it would be wiser "to dip church.

Would Injure Souls.

"If we pass this resolution it would give the unionists the strongest posclaiming that we were seeking to injure the missionaries and the cause of the church by keeping back from them what is their due when they are not to blame.

"I would advise that the resolution be redrafted expressing the wishes of the association as being not to interfere with the free and willing of fering of the people to missions, b pointing out the need for assistance to non-concurring congregations."
"We must remember," interjected Mr. MacKay, "that while home on furlough some of the missionaries were amongst the most active workers seeking to destroy our church both

at home and abroad. A committee was appointed, however, to redraft the resolution, which redrafted, was later presented to the meeting and adopted as follows: The Resolution.

"Resolved that this association reaffirms its adherence to the resolution at its January meeting, and that, while not encouraging non-concurring Presbyterians to withhold their Presbyterians to withhold their moneys from the budget, we would remind them of the great and growremind them of the great and grow-ing need in congregations or ppled by secession and the great need there will be of funds for our own mission-ary work after June 10, and we would encourage congregations to forward contributions for this purpose to our

treasurer, A. S. Miller."

The McNair resolution was as follows: "Whereas the trial of Rev. J. McNair, D.D., was unprecedented by a method of procedure that set at defiance the rules of our church that

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as the verdict was so ruthless as to reflect discredit on the decisions of any court of the church.

"Whereas the charge on which he is were by no means delicate in excondemned, 'inefficiency,' is so clear- pressing their loyalty to the union candid and charge him with over- synod of Hamilton and London.

congregations to forward contribu- regulate such proceedings, and where- efficiency in his loyalty to the Pres

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Head Office of the Bank of Hamilton Hamilton now occupied by The Canadian Bank of Commerce

THE establishment of the Bank l of Hamilton in 1872, two years after the assets of the Gore Bank were taken over by The Canadian Bank of Commerce, gave Hamilton once more a local banking house; and, as was the case in other Canadian communities during the last century, the local support which such an institution was able to command contributed greatly towards the building up of many businesses which are now fully national in

their scope.

With the industrial centre of soon began to extend its field of operations, opening branches in central and western Ontario from 1874 onwards. In 1896 an office was opened at Winnipeg, the first of a chain that was eventually to stretch westward to the

A change had gradually been coming over the banking situa-tion in Canada, however, as the economic life of the country was being welded into one great na-tional unit. The burden of financing the country's business, especially since the war, has in short, emphasized the need for consolidating and conserving banking resources, in order to the maximum of operating efficiency and to offer the public the most complete service possible In accordance with this general banking trend a proposal was made towards the latter part of 1923 for the amalgamation of Canadian Bank of Commerce. which, on receiving the necessary authority, became effective on the last day of that year.

By this union The Canadian Bank of Commerce rounded out its national system, especially in the heart of Ontario, where both institutions had their beginning.

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