

s noted, are the Yellowstone Canyon and the protected wild animal life.

The whole district is policed by a cavalry force, who forbid the carrying of firearms, the cutting of a tree and even the picking up and carrying away of a piece of rock. Excellent and costly roads built and maintained by the United States Government lead to all points of interest. Until last summer transportation was limited to horse-drawn vehicles. The ordinary stage as provided by the different companies is drawn by four horses and holds eight to ten passengers. A fairly full trip occupies 5½ days and excellent lodging and meals are provided in tents by the way. Those who wish can stay at high-class hotels. Our party travelled 135 miles on the tour. The total cost for such a trip is \$30.00 to \$50.00. Autos, having been allowed in for the first time last August, it is likely that in the near future the horse stages will be displaced, the time of trip shortened, and the cost lessened.

The Yellowstone river, as it leaves the Lake and for some miles below, is a free-flowing stream about one-fourth mile wide. Trout of various species with which the waters are kept stocked are easily seen from the roadway. By and by the river narrows, forms into rapids, then takes a clear leap of 109 feet. Continuing its turbulent way for a few hundred feet more it rushes over the ledge of Lower Falls, where the drop is 308 feet. From this point and for twenty miles down is the

famous canyon. From the edge as one looks down the 1,000 feet of its depth the river seems crowded and dwarfed to a mere brawling creek. But it is not so much the depth of the gorge as the character and coloring of its rock walls that attract attention. For the whole of the first three miles and from the bottom upward the rock, originally dark grey, has been disintegrated and changed in color by long continued action of steam and vapors rising from hot springs below. That is what authorities tell us, and that it took place ages ago before the river had cut its way down. To us, until better instructed, the rock seemed rather to have been burned in a furnace. It is shattered in such fashion as might be expected from tremendous heat. The prevailing color is sulphur yellow. But it varies from pure white through confused, irregular blendings of yellow, orange, purple and red to the original dark grey of lava. The walls are not perpendicular, but they are left by the falling away of looser material in fantastic shapes, scaurs, crags and turret peaks.

At one camp on the way some young fellows started chasing chipmunks for fun. They were promptly stopped by the manager. As might be expected, where wild life is protected, so rigidly, the creatures lose their fear to a great extent. In a region of such vast forests and hilly surface and only a few roads threading its great area it would be the easiest thing possible for every wild animal to keep itself unseen. Yet we saw nine deer, eight

bears, two antelopes, one elk, and woodchucks, chipmunks and camp gophers innumerable. We saw also a dozen buffalo which had been corralled from the wild herd. Some animals are shyer than others. There are said to be 60,000 elk in the Park and we saw but one. But the bears are tame. Evening after evening they come to root among the waste from hotel tables and can be seen by anyone. Fresh meat has to be carefully slung up out of their reach. Some become so friendly that they will eat out of the hand. A mother and two half-grown cubs up a fine tree seemed but little disturbed by the jabbering, excited knot of us below. One of the cubs, after looking at us for a time, stepped out on a limb, took hold of another over head with one front paw and unconcernedly began picking cones, or whatever he was after with the other.

Deer also become very gentle and unafraid. Two of us returning from a walk one morning saw a large fawn on the road in front. It waited until we came quite near and then lightly skipped up the steep bank at one side and stopped about 25 feet from the road. It stood until we came opposite and after watching us, quietly for a few minutes with its large, sensitive ears erect and its soft eyes studying us, as we studied it, it put down its head and began to eat grass. It was a beautiful creature with rows of spots along its sides. Animals and human beings as well, everywhere respond to kindness.

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T. B.

## System in Farming or Farm Management.

Who has not heard of that seemingly abstract thing, "Farm Management"? It has been pretty well advocated for years, but no one has yet been able to enunciate a doctrine or formulate a plan that will apply to one and all alike. That is why it is seemingly abstract. We often hear of it and read about it being used and put into practice "somewhere in Canada," but that is about as near the concrete as it has been presented to the farming public. Nevertheless it is real and every farmer has his own style of farm management. Sometimes good and sometimes bad, but he can usually manage to get along. If every 100-acre farm were so arranged as to produce 50 acres of wheat, 25 acres of oats and 25 acres of grass, which would all be fed to 25 or 30 dairy cows, the milk from which would be sold at a cheese factory exactly two miles from the home in every case, there would be no trouble in adopting a system of farm management that would be universally suitable. Such conditions are so manifestly absurd that they need no explanation. They are mentioned only to show by contrast the difficulty in arriving at any one plan adaptable to the scores of different farming systems that comprise the great agricultural pursuit. Dairying, beef raising, fruit growing, gardening, grain growing and ranching are only a few of the most important lines in which farmers indulge. Add to these dozens of others, which, perhaps, are modifications of the ones enumerated, and all conducted under varying circumstances, conditions and environments, and the reader cannot fail to grasp how impossible it would be to recommend a system of management which all could adopt with profit. In spite of this condition of things, there is one grand principle applicable to all pursuits where labor and capital are involved. Inside the walls of the factory or store it is usually termed "system"; inside the line fences it is known as "farm management."

The writer will not attempt in this article to outline a scheme that will solve the labor problem or increase the revenue of the farm to any fabulous extent. Such articles as "Eighty Chickens and Independence," or "Five Acres Enough," are more suitable for urban readers who contemplate "throwing up" a \$5,000 position to end their days in ease, independence and prosperity in the country. We shall endeavor, however, to present suggestions which, if not useful to one, they may be to another. Efficiency is now sought in every line. Even nations can become efficient, but only as the individual works as a part of a great machine. Efficiency can be carried so far as to make life not worth living, but it appears possible to infuse a little more system into the farming business and still not destroy the social life of that occupation. The suggestions which follow may help to some extent in adopting more efficient methods of farming or in improving on the present system of farm management.

A 100-acre farm can not be run according to factory system. Certain things occur as a matter of course, and some events are inevitable. Home and farm are inseparably connected, and this is why, perhaps, that so few farms are operated by bachelors unless cared for and the home kept intact by the mother or sisters. The home is a part of the farm and entitled to the first calls upon it. The ordinary-sized farm depends upon one man. He must be buying agent, selling agent, laborer, manager, and employee. The proprietor can be "boss," but not superintendent, for the income of the business will not warrant one man directing and not working. Benjamin Franklin said:

"He who by the plow would thrive  
Himself must either hold or drive."

The farmer who labors has not much time to deliberate and plan, yet a certain amount of forethought is necessary. The hours thus spent are spent profitably.

### FARM ACCOUNTS.

There is no better aid to farm management than some form of books or accounting system. It is realized that farmers will not have the time or the inclination to keep an elaborate set of books, but if a note book

were used in which to jot down the details, they could be copied to a more permanent volume by some member of the family or by the farmer himself on a certain night each week. Such a system would show where the money came from, where it went and where it produced the greatest results. Details about the farm work could also be noted that would be useful for reference.

As complete a system of farm accounts as we have yet seen is kept by P. E. Angle, Superintendent of Lynndale Farms in Norfolk County. It is a large estate which Mr. Angle directs, employing a large number of men who are engaged in all kinds of work about the farm. It is also desirable on the part of those in charge to know exactly what it costs to produce the different crops. This necessitates considerable accounting and makes the system rather elaborate. However, many farmers could obtain ideas from a knowledge of how the books are handled and how the different items are reduced to totals that convey the desired information.

Figure one illustrates a leaf taken from a small order book used on the farm. The leaves can be in duplicate or triplicate, such as a merchant uses on his counter. It can be carried in the pocket and used when it is necessary to record a transaction on the place or in town. For instance, 15 bushels of grain are chopped and put in the piggery to be fed to a bunch of shotes, regarding which records are being kept. The leaves are perforated and can be removed so all notes relative to one matter can be put into an envelope or tied with an elastic until they are copied or totaled up. This is a handy book, useful for many purposes, and one that would make farm bookkeeping practicable.

### LYNNDALE FARMS SIMCOE, ONTARIO

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LYNNDALE FARMS  
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Figure two shows a form used on which to record the time of one man. Not only is it a record of the time, but it is an analysis of the time as well. The men are employed by the hour and the labor is charged again to the crop upon which the work is spent. Some of the spaces at the top are left blank, as can be seen from the form. If a man spent 5 hours at spraying

potatoes, the entry would be made similar to those already indicated. Books containing these leaflets are preserved, the week and year marked on the outside, and kept for reference. A similar form is used to record the horse work. The hours all the horses were employed during the week are inserted in the different columns on the same form.

The totals of man and horse hours are then copied into a 24-column journal, a part of which is illustrated in Figure 3. The man labor and horse labor are entered on different pages of this journal, and, by totalling them at the end of the year, it can be ascertained how many hours of manual labor and horse labor were expended on the different crops. The accounts kept also indicate the cost of the horse labor for the expenses connected with the horses divided by the number of hours they worked during the year indicates the cost of a horse hour.

Expenditures demand another form. For these a 12-column journal is used and outlays for spraying material, binder twine, fertilizers and other articles purchased are entered in their proper places. This form is similar to that used for receipts, such as is illustrated in Figure 4, which largely explains itself. When all the receipts from a certain product or crop are in, the profit or loss of that crop can be determined. The cost of labor is indicated in the book illustrated in Figure 3. The other expenditure, connected with any crop are shown in the book kept for that purpose. The sum total of these two compared with the receipts conveys the desired information.

While this system is too elaborate and intricate for the ordinary farmer, he can make modifications and adapt parts of it to his own requirements. A book similar to that illustrated in Figure 1 would be extremely useful. A form could then be devised suitable for keeping an account of the labor. Another set to show the receipts and expenditures should complete the system on the ordinary farm. From the information contained in such records all deductions could be drawn and profits or losses determined.

When discussing the bookkeeping practiced on Lynndale Farms, it might be explained how the men are engaged. The hour system has been adopted, and the employees are responsible to the foreman, who can discharge them at any time if their services become unsatisfactory. On the other hand, merit is rewarded. A man who becomes proficient in his work, and is worth more to the system than he was at first, receives a higher wage. In addition to the homes already established on these farms before they were assembled into the large proposition, a few cottages have been built. It is the aim and purpose of the management to make the men and their families as comfortable as possible, for it is believed that employees who are enjoying life on the farm render greater service to the system than do those who are not.

### THE PEAKS IN FARMING.

It is peculiar how closely farming resembles many of the great industries as regards the peaks. An electrical power plant has its peak load when the demands for electricity are greatest upon it. A departmental store has its peak upon certain days of the week and upon certain hours of that day. There are popular days for shopping, and popular hours during that day. This means that for a few hours on almost every day, but more particularly on one day, the clerks are exceedingly busy behind the counter. During the forenoons there is a lull, and the number of clerks required to handle the business during rush hours, would stand about doing almost nothing during the morning periods of the week. Railroads have their peaks, when almost every piece of rolling stock is called into service. So it is with farming. During some of the summer months the number of men, and number of horses required are in excess of the actual requirements during other months of the year. The aim should be in this connection, to so organize the disposal of the goods produced, that the matter of distribution will not interfere with pro-