

build up a reputation and good will on the goods of a particular manufacturer and then switch his order to a rival producer, using the same trade names as before.

In Ontario the labor situation is a particularly difficult one. Apparently output per man is greater in boot and shoe factories in the Province of Quebec than it is in Ontario, and in the upper province it is claimed that more machinery is required to get out a given quantity of shoes than is the case in the Province of Quebec. There is need of closer co-operation and understanding between employers and employees. This has been brought about in some factories but is still lacking in others. The industrial relations problem is, of course, not peculiar to the boot and shoe industry.

Then there is the problem of female help. A shortage of female workers in many of the cities, particularly in Ontario, has caused Ontario manufacturers to establish supplementary plants for stitching, etc., in smaller towns, and in several cases Ontario factories have opened branches in Montreal. This shortage of female labor is also found in many other Canadian industries, particularly in the textile plants in Ontario. It presents a problem, which is really a serious one and which should be carefully canvassed with a view to finding some solution.

SEASONAL IDLENESS

Another problem which demands consideration is that of seasonal idleness. Under

normal conditions leather boot and shoe factories in Canada operate on an average of only 249 days per year. How can the remainder of the period be employed? Would the development of export trade obviate the necessity for seasonal idleness? Factories and equipment are available and overhead expenses would not be largely increased by working full time. If export trade could be secured in sufficient volume to keep the plants in operation for the full year Canadian manufacturers might, with advantage to themselves and to their employees, operate on a smaller margin of profit than on normal domestic trade, inasmuch as on the extra business their overhead expenses are not proportionately increased.

The analysis which has been made in the preceding pages of exports of leather boots and shoes from the United States leaves no reasonable doubt that "dumping" into Canada is practiced even now and the practice may easily assume serious proportions. The problem is not an easy one to handle and it demands most careful study. A gentleman thoroughly familiar with the boot and shoe trade has made this suggestion:

"The only solution we see is that the Minister of Customs should be asked to have qualified shoe men at all important ports of entry to appraise goods coming in, particularly at this time when the leather boot and shoe trade in the United States is under pressure to unload."

Certainly the facts ought to be brought to the attention of the Government with an application for an investigation.