

sponsibility is taken away from the management a blow will be struck at the very roots of our industrial supremacy.

(4) The fourth point in the application of the general principle of national service is, strictly speaking, rather a necessary preliminary to, than a consequence of, the principle. I refer to the question of the reduction of hours of labor, which is one of the most important problems awaiting solution. The first step on the return of peace should be the establishment of an eight-hour day as a first instalment towards still farther reductions, if experience shows that this is possible consistently with the material requirements of civilized existence. Moreover, it should be arranged that each worker who has been with a firm a whole year and has kept good time should be given a holiday on full pay. The distinction between a strike and a holiday should be more marked than it is now, and the same absence of pay should not characterize both.

(5) But the reforms indicated above will require large sums of money, and there are many others, such as housing and education, the cost of which will be formidable. Moreover, these reforms will be of little or no avail unless a high standard of wages is established. Seeing that we are so largely dependent on our foreign trade, in which prices are regulated by international competition, it is quite clear that we shall not be able to meet the bill unless we can effect drastic economies in production and largely increase our output. If all strikes can be prevented, and regarded, as they should be, as the unhealthy excrescence of a semi-civilized age, the addition to our national wealth will be very great. An average of 18 million working days per annum was lost owing to trade disputes in the four years before the war, to which must be added the indirect losses involved by the dislocation of industries not primarily affected. But an even greater gain will be made if the policy of restricting output is abandoned. Disastrous though the policy is to the workers themselves, as well as to the rest of the community, we shall be indulging a vain hope if we think it will be abandoned so long as the theory holds the field that capital is entitled to the residuum of profit after the costs of production have been defrayed. Unless it is made unmistakably clear that industry is run for the benefit of the whole community and not for the enrichment of certain classes, restriction of output will continue, and the reforms that are so urgently needed will be sadly hampered. A third important factor in improved production is the substitution of up-to-date machinery for old and the extension of labor-saving devices. It is clearly in the general interest that machinery should be substituted for hand labor wherever practicable, just as it is a social duty to secure that no one is paid a wage below what will support a civilized existence. In fact, the latter cannot be secured without the former. It would be a mistake to suppose that the opposition to the reforms involved in the introduction of improved mechanical devices and improved organization comes from the workers alone. Vested interests play an even more powerful part in thwarting progress, and ingrained habits present a formidable obstacle to far-reaching schemes of reform.

One instance of wasted effort I should like to refer to briefly because of its far-reaching importance. I mean the waste involved in unrestricted competition. Certain forms of competition are healthy and cheapen production, but others are sadly wasteful. The rivalry in economical production—so long as wages, hours, and general conditions of work are safeguarded—seems to me healthy, and I believe it is better for a country to have a large number of small manufacturers than a few big trusts; this also accords more with the genius of our race, whose sturdy independence and self-reliance have built up an Empire con-

taining a quarter of mankind. Nor do I believe that the economies resulting from manufacture on a gigantic scale are very great.

But big selling organizations are undoubtedly more economical than small ones. What is wanted, therefore, is big selling combinations, which should also promote research work, and a variety of manufacturing units. The money that is wasted every year in travellers, in touting for orders by means which are often degrading, in over-production, runs into enormous figures. But the remedy of syndicating the produce of each industry is full of difficulty; it tends to stagnation, to the exclusion of newcomers and to inflation of prices, for the evil of rings in the past has been that they have thought more of keeping prices up than of cutting costs down. These evils are not insuperable, and attention should be concentrated on the establishment of big selling organizations. The principle is not, of course, immediately applicable in all industries, but it might be applied at once with great advantage to many of the standardized trades, and it might be encouraged where it already exists.

TORONTO MAY ESTABLISH PIGGERY

Street Commissioner George B. Wilson and Property Commissioner D. Chisholm, of the city of Toronto, have presented a joint report to the aldermanic sub-committee on waste disposal, recommending the establishment of a municipal piggery, to commence with 500 hogs. They state that the initial expense involved is \$15,250, made up as follows:—

One 5-ton motor truck, \$8,000; annual operation and maintenance of truck, \$3,600; one sterilizing apparatus, \$2,000; one foreman at farm, \$1,000; 200 cans, \$450; incidentals, \$200.

The proposal involves the separation by the citizens of the class of material required, and it is intended to collect this in a limited section of the city, beginning with the residential section known as Rosedale. Householders from whom collections are to be made, are urged for patriotic reasons to assist the city by carefully conserving all edible wastes and retaining the same in separate receptacles for collection twice a week during the winter months and three times a week during the summer months.

At the start it is the intention to make provision on the present collection equipment of the department to enable the drivers to keep the hog-feeding material entirely separate from the other collections made by the same vehicle. The material will be transferred to the motor truck at the incinerator. Separate collections may be instituted at a later date. The food value of the edible garbage laid down at the Industrial Farm, where the piggery will be established, is said to be approximately \$15 per ton. As it is expected to deliver five tons a day, the delivery is estimated to be worth \$22,500 per annum. From this amount, however, must be deducted the expenses of the enterprise. The city council are asked by the report to include \$15,250 in the current year's estimates of the property department, to cover the expenses outlined above.

The sterilizer is required by the regulations enforced under the direction of the Veterinary Director-General of Canada. A man who keeps one pig is not hampered by any feeding regulations. More than one pig, but not more than twelve pigs, may be fed with pot-boiled garbage. If more than twelve are kept, a sterilizing plant must be installed to heat the garbage to 200 degrees.