

Quality, Service and Economy

Money in Trade



More, For Less

uis or military heels, rds Louis or military rubber soles and heels. heel), welt sole, SPE- urn sole, medium h- rubber heels attached, oies, comfort and ser- \$8, \$1.78 and \$1.98. 68c 35c 65c



Falls, N. Y.

ism, and a possible monopoly of by the State, under Socialism Socialism would establish a poly of control by Labor under Industrial Guilds. This is a reaction. It represents the ex- of the protest by a militant Unionism against the monop- control by Capital, just as Col- sm represents the extreme of a t of an aggressive State Social- gainst the monopoly of Capital- ontrol. Guild Socialism and Col- sm are alike in that each would 'apitalism by setting up a mon- of its own. on of Monopoly Control uly Remedy. the cure for monopoly of con- one of the parties to industry to ic found in the substitution nopoly of control by one of the parties; it lies in the destruc- monopoly altogether. It is to nd in the substitution of joint le control, whether it be by Labor or the State, sooner (Continued on page 8)

BROWNELL'S Introductory-Opening Sale Ends Saturday Night

The Brownell Stores have Written History These Past Few Days

The constant stream of people who have come, have seen, have been surprised, and have invested, tell the story of amazing values far more convincingly than any words.

To Thoughtful People this must drive home more strikingly

than ever the clear, outstanding truth, "CHOOSE the right store and you'll get the right shoes." You're sure of your ground when you buy here--sure that we go every inch of the way to accommodate, to please, to satisfy you--money refunded if we fail.

Here are Some Real Snaps for the Closing Day of Sale

- 1. Women's White Canvas Lace Oxfords, Louis heel, It's a value \$5 val. Sale Price **\$2.45**
- 2. Women's white canvas military heel, lace Oxford, welt sole \$4 value, Sale Price **\$2.95**
- 3. Women's white canvas 3-strap slipper turn sole, medium heel, \$4 val. Sale Price **\$2.95**
- 4. Women's Black Satin lace Oxford, turn sole and Louis heel \$7.00 value. **\$4.95**
- 5. Women's Black Kid 3-strap S lipper for these hot days, Sale Price **\$3.45**
- 6. Women's Kid Lace Oxford, comfort for these days, Reg. \$3.50. Sale Price **\$2.48**
- 7. Men's Calf Shoes in button or lace, Reg- ular \$6.00 value, Sale Price **\$4.45**
- 8. Men's Calf Shoes in knob or pointed toe, regular \$5.00 values, sa'e price **\$3.95**
- 9. Men's dark brown work Shoes, Regu- lar \$6.00 values, Sale Price **\$3.68**
- 10. CHILDREN'S SHOES--Attractive prices in Shoes and low cuts.

2121 Main Street **BROWNELL SHOE CO.** H. B Pekelder Manager
NIAGARA FALLS, N. Y.

THE FOUR PARTIES TO INDUSTRY

(Continued from Page 2.)

or later is certain to mean autocratic control. Whether Labor or the State as the autocrat is preferable to existing capitalist control, beholden as it is, on some measure at least, to both Labor and the State, is something to which the conditions in Europe at the present time afford an all-sufficient answer.

It is not monopoly of control in any form that we must seek to bring about in this period of transition, but a gradual evolution into a system of joint control, whereby each of the parties to industry will be afforded a voice in the determination of the policy to industry in every way eminently wise, as well as fundamentally just? Is it not in every way, in the long run, to the interests of

industry, and to the interests of each of the parties to industry? Continuance of the system of monopoly of control by Capital is no longer possible. Once autocracy was doomed in the political world, its doom was equally sounded for the industrial. The interest of every one of the parties to industry is being menaced today in services to industry are rendered. The Wisdom and Justice of Joint Control

And is not joint control by all the reactions to which the monopoly of control by Capital has given rise. Existing Monopoly of Control Unfair to Capital.

No one of the parties stands to lose quite so much through a continuance of the struggle arising out of the monopoly of control by Capital, as Capital itself. As things are today, it is at Capital, and at Management, identified with Capital, that the stones

are being blindly hurled. War ridden, hungry, and penniless, men and women have witnessed the wanton extravagance of many of those possessed of luxury. They have become bewildered with a condition which enable an idle investor to reap a fortune while the masses toil excessive hours for a bare subsistence. They have lost sight altogether of the services of Capital and Management in witnessing the debauchery of indolence combined with riches, and the unearned millions of profits.

But let the service that Capital and Management are capable of rendering industry once be loost to sight, and industry itself will be ruined, and with it the well-being of Labor and the Community as well. What is needed is, not the ruination of Capital and Management, but that each be given its rightful place in a system of the government of industry which will make for the good of all the parties to production.

Existing Monopoly of Control Unfair to Management

Now is the monopoly of control by Capital wholly fair to Management, or in its best interests. It has been my privilege to talk pretty freely during the past few years with the managers of many large industries and I find in the minds of not a few of them a feeling that everything is to be gained and nothing lost, by having the function of Capital and the function of Management kept separate and distinct, and Management given a freer hand in considering the interests of Labor and the Community.

Some managers there are who obtain their positions, not in virtue of any special skill in managerial ability, but because of personal ownership of large quantities of capital, or intimate association or relationship with some investor. The incompetence of such managers, and their slavish subservience to privilege and position, to the exclusion of a due consideration of the rights of Labor and of the Community, only serve to rouse the



Kill them all, and the germs too. 10c a packet at Druggists, Grocers and General Stores.

ture of Labor as well as of Capital. The difference in the nature of the investment of Capital and Labor only serves to emphasize the fundamental justice of Labor's right to a share in control. The investment of Capital is in the nature of an investment of substances and dollars; the investment of Labor is an investment in the nature of skill and life. The one is a material the other a human, investment; and of the two, the one involving life is the more precious.

The capital investor—the individual who in industry loans and risks his capital or a part of it—receives for his capital a return in the form of interest; but he receives something more. As an investor, he becomes entitled to a voice in the control of the industry in which his investment is made. The life or labor investor—the worker who in industry loans and risks his life, or gives to industry that part of it described as labor—receives for his labor, which is the use of his life and skill for the time in which labor is given, a return in the form of wages. He lacks, however the additional right, which Capital receives, of a share in the government of industry. If Capital obtain this right, in addition to financial reward for the use of capital for the time for which it is invested, is Labor not in justice equally entitled, in addition to its monetary reward, to a voice in the control of industry in which, for the time being, its life and skill are likewise invested? If investment in industry has any meaning at all, it is surely one equally shared by the man who give his labor and the man who gives his capital.

Existing Monopoly of Control Unfair to the Community

The Community's right to representation in the control of industry, and in the shaping of industrial policies, is wholly similar to that of Labor. But for Community investment on a local, national, and international scale, Capital, Labor and Management would be obliged to make scant shift under present day conditions of world competition. But what of the Community's part in industry? Here, too, is joint venture on the part of the Community just as much as on the part of Labor, Capital, or Management. What is 99 per cent. of the expenditure of government in normal times but outlays in the nature of investment in industry: investment in property and services of one kind or another, which alone makes possible the vast co-operation and co-ordination of effort which is the very life blood of industry?

The vast industrial organization becomes, the more it depends, in a multitude of directions, upon the investments of the Community.

It is the Community which provides the natural resources and powers that underlie all production. Individuals may acquire title by one means or another, but it is from the Community and with the consent of the Community, that titles are held. It is the Community, organized in various ways, which maintains government and foreign relations, secures law and order, fosters the arts and inventions, aids education, breeds opinion, and promotes, through concession or otherwise, the agencies of transportation, communication, credit, banking, and the like, without which any production, save the most primitive, would be impossible. It is the Community which creates the demand for commodities and services, through which Labor is provided with remunerative employment, and Capital with a return upon its investment. Apart from the Community, inventive genius, organizing capacity, managerial or other ability would be of little value. Turn where one may, it is the Community that makes possible all the activities of industry, and helps to determine their value and scope.

Community investment is supposed to receive its return in enhanced purchasing power to consumers as respects the number and quality of available services and commodities. This is a return akin to the interest Capital receives, and to the wages Labor receives. But is not the Community equally entitled, on grounds of investment, to a voice in the control of industry and in the shaping of industrial policy? Without participation by the Community in the control of industry, there is nothing to prevent the emergence of a joint profiteering scheme by the other parties,

in which high wages and high profits are secured by charges which fall either immediately or ultimately upon consumers.

Single Control Must Give Way to Partnership.

If industry is to cease to be the battleground of rival factions, each selfishly seeking its own interest, regardless of the interests of the others, its government must cease altogether to be a matter of single control by one of the parties, or of contending controls by the several parties. The parties to industry must be brought into a relationship of partnership, with a recognized community of control.

Partnership is essentially a matter of status. It does not involve identity or similarity of function on the part of the parties, or equality of either service or rewards; but it does imply equality as respects the right of representation in the determination of policy on matters of common interest. It is this principle that has thus far so largely failed of recognition. The justice of the principle, however cannot be gainsaid.

The Necessary Transition

If to secure a just consideration of the rights of all four parties to industry something in the nature of a partnership, involving community of control, is necessary, how, it will be asked, is that transition to be effected? Certainly, it will never be brought about by violent upheavals or revolutionary methods, which serve only to disorganize industry and occasion loss to all its parties. It must be brought about in an evolutionary manner, here a little, there a little; line upon line, precept upon precept, all working toward the consummation of one ideal. Government in the State a Guide to Government in Industry

There is much in the government of the State to give us guidance as well as hope in the evolution of government within industry. The British constitution may have its limitations, but no instrument of government has ever been devised which has so effectively helped to preserve and extend the freedom and liberties of men. What the British constitution stands for in the government of the State, we should aim at effecting in the working out of a constitution for industry. It will not all be accomplished within a day; neither need it be the work of generations. With free political institutions our one great inheritance, the application to industry of those principles which underlie government within the State should be neither impossible nor difficult. A willingness to recognize the justice of them and to act in the light of knowledge we already have, is all that is necessary.

From Autocratic to Responsible Government.

In government within the State, there are three outstanding stages of development. The first stage is that of the autocratic executive, in which there is single control by one only of the parties of the State. King John is an outstanding example of this type of autocratic government. It was not believed, in the time of John, that the people had any ability to govern themselves. Even the lords and the

"Completely Discouraged"

is the feeling and plaint of women who are "run-down" so low that work drags, head aches, back aches, dragging down feelings, dizzy, pale and weak, little things annoy and "everything goes wrong."



Look the other way just a minute and see what Dr. Pierce's Favorite Prescription has done for more than a million women in the last fifty years.

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Transition
TILLSONTOWN, Ont.—"A few years ago I had a severe nervous break-down. I would have fallen in my head and would suffer with backache. I was ailing for about two years. Had doctors but did not seem to get cured of the ailment. At last I took Dr. Pierce's Favorite Prescription and it did me more good than any medicine I ever took. It built me up and I felt better in every way than I had for two years previous."—Mrs. L. H. K. R. M.

nobles were without a voice in the government of the kingdom. They secured the first advance in popular liberties when they wrested the Magna Charta from John, and secured his signature to a written statement of their rights as citizens.

Representative Government marks the most important phase in the evolution of government within the State. That takes us back to 1285 to the famous Parliament of Simon de Montfort, when for the first time in British history there was at least an attempt at representation of all three estates. At the outset, representation was restricted and nominal. All subsequent development has been in the nature of broadening the basis of representation, and of rendering more effective the representation gained.

It is only within the past century that the highest form of government namely, Responsible Government, has been attained. Under Responsible Government, the executive is responsible to the people as a whole, not to any one class.

When the managers of industry become responsible to Labor, Capital and the Community for the manner in which their vast powers and opportunities are exercised, we shall have something in the government of industry closely resembling the responsible executive in the government of the State. Meanwhile, our duty would appear to be that of putting an end to autocracy and monopoly of control, no matter by which of the parties to industry it may be attempted or exercised and to work out a system of joint control based upon representa-

(Continued on page 6)

WALKER'S

- Rubber Jar Rings, highest quality, 10c. per dozen, three dozen 25c
- Church's Bug Finish, per package 15c; two for... 25c
- Welch's Grape Juice..... 12c, 35c and 65c
- Montserrat Lime Juice..... 50c and 1.00
- Bathing Caps 50c, 60c, 85c and 1.00
- Palmolive Soap, three cakes for 25c
- English Health Salt..... 35c

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