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nary foul compost at the rear of the house, an ordinary cess pit might be installed a short distance from the dwelling. If this be dug about 6 or 7 feet deep and walled up with large stone, fermentation will take place in the contents of this tank and the whole amount of fluid will thus gradually percolate away into the soil. A light sandy soil will be, of course, more efficient in this regard, but in connection with such an accommodation there is always the danger of the material finding its way into the channels that may eventually feed some well or spring and thus pollute the water supply of the home. However, many of them are used with very satisfactory results, and in spite of the danger of pollution it is wise sometimes to install such a system for the presence of a compost anywhere in the vicinity of the dwelling is very undesirable.

Farming Lacks System.

Editor "The Farmer's Advocate":

We hear a great deal of discussion on the matter of farm finances, and most of those discussing the subject look to increased capital as a means of solving the problem, but increasing the capital is only going to make the load that much bigger, for there is just that much more capital on which we should pay interest, and if we can't pay interest on a small capital, can we on a larger capital? Certainly, those who need (not want) more capital would be helped if they could get it at cheaper rates of interest, but not helped, nine times out of a hundred, in the matter of expressing a bigger dividend on the present investment. Capital comes to all industries that prove they are upon a sure footing, and as soon as the farming of the majority is on as sure a footing and as well systematized as other business it too will receive all the capital it can use. In all probability it is as easy to get capital for farming as for the ordinary retail business. In other words, it's just as profitable as the ordinary retail business, but that isn't saying much for it.

Take a modern farm, try to make it pay a reasonable interest on the investment, and how many can afford to buy it, with the object of dividends in mind, at what it cost after passing through the hands of three or four generations? How many farmers can prove by facts and figures that it does pay? Let me quote from the Business Man's Library on the subject of systematizing business: "Factories to-day are being run less and less by the authority of experience only, and more and more by the authority of figures and facts. The superintendent and manager of long experience and intuitive knowledge only is forced to make room for the younger man of less experience, perhaps, but who modernizes his work by jurisdiction of figures alone." A factory is a paving producer, as a rule. How about the farm?

No, farming is not going to be solved by more capital, but it can and will be solved by system, and, on a rational system, with a good business working set of books at the back of it to keep tab on its methods. One thing is certain, that, when the farmers know what the cost of production is, as it now stands, and they have to keep accounts of some kind to do so, they are either going to reduce these costs by systems, or fix both the marketing price and the cost of placing the produce on the market. I don't say how it is to be done, but it will be by some system, and the first step will have to be an accomplished fact. That first step is systems and figures obtainable on nine-tenths of the farms. Then nine-tenths of the farmers can work intelligently and together on a known basis toward a common goal.

Let me show you how system works out and the need of books to work it. I quote from a book written by an advertising specialist: "There is a dealer in Michigan who, until about two years ago, had just an ordinary retail grocery business. He wasn't really making any money, he wasn't really going ahead. Like most retailers who are not successful he had a lot of petty troubles in the way of bills which annoyed him some at times. One day he began wondering if all retailers were hard up. When a dealer gets to feeling that way he is in a fair way to learn something—if he is not a dead one. This dealer looked about among retailers in Michigan, and soon came to the conclusion that some retailers were successful, that some of them were continually forging ahead. When he found this out, he began asking himself WHY the successful ones WERE successful? What enabled them to reach into his territory and draw his trade away from him? As he investigated further, he found that the average retailer doesn't usually know so very much about his business; that he doesn't usually know for SURE just where he stands; that the average retailer runs his business by guess.

He found, on the other hand, that the most successful retailers, the ones who took business away from him, had complete information on their sales, their purchases and their expenses, by lines of goods, by departments, by clerks, etc., every day. When he learned this he decided to eliminate GUESSWORK from HIS business, too,

and to provide himself with the information which the successful retailers provided themselves with.

He made an outline of all the information he knew of any successful retailer getting. Then he went to his books and tried to get the same information about HIS business. But the information he needed wasn't there. His system wouldn't give him the information he needed. But he didn't know how to get a bookkeeping system. Of course he knew that a public accountant could install one, but he had visions of enormous charges for the service. One day he mentioned his problem to a salesman from a big Detroit wholesale house. The salesman liked the idea, and promised to see if he couldn't get his house to help the dealer out.

It so happened that the house had just installed a number of machines in its accounting department and was about to lay off one of its bookkeepers. Instead of laying him off, he was sent out to help the dealer open a set of books which would give him the information he wanted. The dealer insisted on a complete system. He wanted to know about all there was to know about his business once in every twenty-four hours, how much profit he made on each clerk's sales (the hired man's time), which lines of goods sold the easiest (for us, pure-breeds or scrubs), how much he lost through each of a score of leaks (chores, small loads to market, lack of tools, poor seed), and a lot of other things. . . . Within three weeks the dealer was getting the information he wanted, and he was feeling the effects of that information upon his ability to make his business pay. In one year HE INCREASED THE VOLUME OF HIS BUSINESS 300 PER CENT. A few manufacturers suffered because he found some lines of goods didn't pay, and he refused to carry them (the cow that the farmer keeps, the one that doesn't keep him, two-year-old hens, etc.).

Mercantile agencies say more retail failures are due to lack of capital than to any other cause, and one failure in every five is credited to incompetence, but incompetence is due almost entirely to lack of INFORMATION, not lack of ability."

So when we get down to hard tacks, it is lack of facts and figures, a want of an efficient system. If you don't believe me, read that second last paragraph again, and then think over what he says.

WALTER M. WRIGHT.

B. C.

Re Tax on Agriculture.

Editor "The Farmer's Advocate":

I was very pleased to see your editorial in this week's issue entitled, "Should Plant Food be Taxed?" You have selected two very conspicuous cases of the inconsistency in urging farmers to greater production, and at the same time adding to the difficulties in the way of securing this increased production. But why select only these items? The cost of agricultural production is affected just as much by the cost of agricultural implements and fencing as by the cost of fertilizers and cottonseed meal. Exactly the same argument which you have used so justly to show the folly of handicapping the farmer in his purchase of fertilizers and cottonseed meal is equally applicable to the purchase of tools, implements, clothing, household conveniences and utensils, harness, fencing and so forth. Prices have been already advanced in many of these lines, and consequently the cost of agricultural production has increased. The effects of this increased cost are not difficult to foresee.

Mr. McMillan's excellent letter deals with the situation both fairly and forcibly. A few months ago I was disposed to hope that all classes in Canada were now alive to the seriousness of our present financial condition. I was disillusioned, however, by the budget announced on Feb. 11 last. Since that date I have been too disgusted and discouraged to say very much. In my annual address as Master of the Dominion Grange I attempted to discuss the whole question of Canada's financial condition as fully and fairly as I could; but apart from this I have found it difficult to find printable language that would do justice to the occasion. Mr. McMillan is not far wrong when he uses the term "diabolical enactments." And he is right in maintaining that, since Feb. 11, the "Patriotism and Production" campaign is "simply adding insult to injury." Other things being equal I am ready to join heartily in a campaign for better farming and increased production; but when our Government adds to the burden upon an industry which any political novice can see is already staggering under the load of taxation, and this not for the prime purpose of increasing our revenue, and in no sense whatever for the prosecution of the war, but evidently for the purpose of protecting the dominating influences of our cities from the consequences of their own greed and folly, then the whole campaign for increased agricultural production, so far as it emanates from our Federal Government, is nothing but a hypocritical farce.

Prior to the budget announcement the organized farmers of the three Western Provinces

made an appeal to the Federal Government to substitute a direct tax upon land values for the indirect tariff tax; but Mr. White did not even condescend to refer to their appeal in his speech. Such being the case it seemed to me that words would be wasted in making any further appeals. After reading Mr. McMillan's letter, however, I have come to the conclusion that silence is not golden under present conditions. The true patriot will speak out—must indeed speak out if he is not a coward and a traitor to his country's best interests. Our future is bound up with the success and development of agriculture, and it should be proclaimed from the house-tops that agriculture is doomed, and our nation doomed to bankruptcy unless there is a radical change in our whole system of taxation.

Brant County, Ont.

W. C. GOOD.

Be Your Own Boss.

Editor "The Farmer's Advocate":

Ever since I was a bairn I hae heard people talkin' about "the independent farmer" an' sayin' what a fine thing it was tae be yer air boss, so ye could wark when ye felt like it an' quit when ye got ready, an' nobody tae tell ye tae dae yer wark different tae the way ye thoct was richt. Sometimes it was aboot election times ye heard this sort o' talk, an' again it wad be frae some city millionaire who had made his money by handlin' farm produce in a way that didna' cause him ony loss o' sweat or mak' ony blisters on his hands. This sort o' preachin' frae men o' this class is likely tae mak' mair unbelievers than converts, for ilka body that hears them gies them credit for haein' some axe tae grind an' wantin' the farmer tae turn the stane. An' mair often than not it's the case. But I saw something a day or twa back that set me thinkin' an' wonderin' if there wisna' a considerable amount o' truth in this talk aboot "the independent farmer" after a'. I happen tae be livin' not mair than half a mile or so frae the railroad track, an' once in a while we hae some excitement in the shape o' a wreck which the section men blame on the train hands, an' the train hands blame on the section men. Onyway we had a guid smash aboot a week back, wi' five or six freight cars piled in the ditch in ilka shape ye can imagine. Well, it wisna' lang before there was another train on the spot wi' a crew o' men that made the place look unco' like a nest o' ants that ye'll sometimes happen tae step on in the slimmer time.

Mysel' an' some ither auld farmers who were o' an' inquirin' turn o' mind went over tae see the wreck an' pass oor opeenions on the carelessness o' railroad men in general an' engineers in particular. But the thing we saw that made mair o' an impression on us that freight cars turned into kindlin' wood was the style in which some men undertake to mak' ither men dae the wark. It was one rinnin' fire o' orders frae first tae last, an' naebody stoppin' tae be polite aboot it either. The five-dollar-a-day mon was bossin' the three-dollar-a-day mon, an' the three-dollar mon was bossin' the dollar-and-a-half mon till ye'd wonder hoo they could stand for it. An' gin ony mon wad undertake tae dae onything on his ain account, wi'oot orders frae the boss he'd aye get a callin' doon that wad keep him frae tryin' tae use his brains ony mair that day.

"Weel," says I tae mysel', "here's a lesson for the mon that has a job o' his ain wi' nobody tae gie him orders, an' him no contented wi' it. There's somethin' in what they say aboot 'the independent farmer' after a'. Before I'd tak' orders like yon frae a mon na' better than mysel' an' dae it week after week I'd start growin' potatoes in Greenland." For it's as sure as onything can be that gin ye hae a boss tae dae a' yer thinkin' an' plannin', yer ain, thinkin'-machine is gaein' tae get rusty an' one o' these days ye'll find ye canna' get it tae dae ony wark for ye on it's ain account, just for lack o' practice. The best life ony mon can live, tae my mind, is one where it a' depends on his ain brain an' muscle whether he will live or dee. Responsibility is what backbone is made oot o', an' the mair ye hae o' it the better an' a' round mon yer are likely tae be.

Of coorse, I'm dootin' that so lang as the wharl is rin on the present plan there will be some men talkin' their orders frae ither, but there's something wrang wi' a body gin he has to dae it a' his life. I'd get a job o' ma ain gin I had tae pit in overtime at it tae pay ma board. It's a' richt tae mak' a start in what ye intend tae be yer life-wark, under a boss, but the shorter ye mak' yer apprenticeship after yer trade is learned the better. It's unco' like rinnin' a gasoline engine. Ye may read aboot them, an' look at the pictures o' them an' study the directions, but ye'll never ken much aboot them until ye get one an' start it up yersel'.

Sae I'm glad I'm an independent farmer, wi' no chance o' gettin' mair than I earn by the exercise o' ma brain an' the labor o' ma hands, but at the same time hein' pretty sure o' that, I hae naebody tae find fault wi' me an' say this