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THE PUBLIC HOLIDAY

Many conflicting ideas are expressed today over how and when the peace celebration should be held. Each business interest has its own individual problems and it is impossible to so adjust the event that everybody will be satisfied. It was with the desire of giving everyone an opportunity of stating opinions so that an arrangement could be made that would fairly represent the majority, that a public meeting was called last night. The meeting was well advertised and announced by the Mayor and yet only a few citizens came out and many business people who did not bother attending are today critical of the conclusions reached.

Those who were present, however, offered a resolution which was unanimously passed, and accepted by the Council, to the effect that the day following (except Sunday) the receipt of authoritative news of the signing of peace, should be declared by the mayor a public holiday.

In view of the need of households for food such as milk, bread and meat, etc., the Mayor's proclamation provides that stores may remain open till 10 a. m., of whatever day the holiday falls, and that milk and bread men may make their regular deliveries.

It is unfortunate that when the public is so keenly expectant of a world wide event and when the announcement of a public gathering was so carefully set forth in the newspapers yesterday, that the business men of the city should not attend and present arguments as to what they think best. It can scarcely be said that a chance was not, at least, afforded them.

As it is the allowance for bread and milk deliveries and for the purchase of provisions in the morning of the holiday will not seriously hamper any person or business interest.

According to the latest news, at the time this article is being written, it does not look as though the world would come through till Sunday or Monday, though the world is expecting it tomorrow. The Germans are gasping for breath and taking all the time they can squeeze by one means and another out of the Allies. The feeling is growing that if the Allies had smashed through to Berlin there would not have been so much jockeying by the Huns.

WHAT EXCHANGES SAY

THE CHURCH'S FAILURE.
(Kingston Whig.)

The church courts have been filling the papers with resolutions. They are valuable, but if the good supporters of the resolutions will follow up by doing something, then some faith will be put in their motions. The failure of the church is it talks too much and acts too little.

DIVORCE.
(Woodstock Sentinel-Review.)

It is desirable of course, that the sanctity of the marriage tie should

LONG DAY—OR SHORT.
(Montreal Herald.)

The longest day—why all days are long for the man or woman who watches the clock and waits for the hour of dismissal and all days are far too short for the man or woman who has found his or her work and tries to crowd twenty-four hours of work into an eight-hour shift.

Mrs. E. G. Sutherland of Welland dropped dead at the tea table while visiting her nephew here.

Grand Army of Canada Meeting

A special gathering will be held TO-NIGHT in the G. A. C. Club Rooms, over Barber's Book Binding Office, Ontario street, for purpose of discussing important questions relative to the returned soldier and sailor. The meeting will be conducted by the Dominion Organizer, W. J. Carmichael, Toronto. A cordial invitation is extended to all men and women who have an honorable discharge from the Army and Navy. Starts at 8 p. m. sharp.

EVERYBODY COME!

The Four Parties to Industry

W. L. MACKEN ZIE KING.

I have chosen as a subject "The Four Parties to Industry," in order to emphasize a truth which seems to be fundamental in any attempt to cope with the industrial unrest which has followed so closely and, one might add, so inevitably, in the wake of the war. It there is to be release from the thralldom of fear in which men's minds are everywhere held, it is the Truth that shall set us free, and the enforcement of that Social Justice which the Truth demands.

The Meaning of Industrial Unrest.
 Especially in industrial relations have we accepted with complacency an order of things to which we have grown accustomed. The shock of war stirring the world's soul to its very depths, has brought before our eyes the shattered image of an industrial civilization which is full of injustice. It has left us to decide whether the new order shall be little more than a return to the old, with all its worship of material wealth and material power, and its relative indifference to human worth and human well being; or whether it will be an order worthy of the sacrifices of the heroic dead, and the services of those who, on land and sea, have endured all manner of hardship and peril to preserve the liberties and freedom that we still enjoy.

Let us be assured of this: the unrest in the world of industry today is no ephemeral and transitory affair; no mere aftermath of the hideous convulsion which has shaken existing society to its very foundations. It is the voice of a grief-stricken humanity crying for justice in the relations of industry. Let us be equally assured that the sword is not the instrument, and repression not the method, to stay this unrest. The truth

is mightier than the sword, and in conference and co-operation between all the parties in interest, not in coercion of the others by any one, lies the only hope of an ultimate solution. What is industry?

We shall reach no understanding of the problems of industry until we adequately appreciate what industry itself is, and who the parties are that are responsible for the carrying out of industry.

Industry is the means by which the material resources of the world are transformed, through human intelligence and human energy, with the aid of natural powers, tools and machines into commodities and services available for human use. It is a vast process of transformation, itself a series of transforming processes so inter-related and numerous as to unite man kind, in this age of world wide industrial expansion, in an enterprise that encompasses the globe.

The Parties to Industry.
 We are accustomed to discuss the problems of industry in terms of Capital and Labor. The inability to find a workable solution to many of these problems arises from a vision thus circumscribed, and an ignoring of other factors equal in significance and importance. To carry on industry in any but the most primitive kind of way, four parties, discharging separate and distinct functions, are necessary.

First of all, there is Labor, which supplies the muscular and mental energy necessary to direct the processes of immediate transformation.

Next there is Capital, which is necessary to provide the raw materials the tools, appliances, and equipment essential to industrial processes, and the advances in the way of food, clothing, and shelter required by Labor pending the distribution of the finished product.

Then there is Management, or Directing Ability. So frequently has Management been associated with the ownership of capital, that the identity of the former has more or less been merged in the latter. However, a moment's reflection is sufficient to disclose the complete dissimilarity of function between the two. Capital's contribution to industry is in the nature of material substance loaned by way of investment. Its possessor may be any kind of person, from a social parasite or ne'er-do-well who is the inheritor of a fortune, to an infant totally incapable of any service to industry, and whose property is necessarily held in trust. Managerial ability, on the other hand, is in the nature of personal service of the very highest order and is wholly necessary, not only to bring about efficient co-operation between Labor and Capital in the work of production, but also to effect and maintain right relations with the fourth party without whose co-operation in all that pertains to industry, the other three parties could accomplish, little or nothing.

The fourth party is the Community, that entity which we speak of sometimes as organized society, under whose sanction all industry is carried on, and by whose continuous co-operation with the other parties to industry, production, distribution and exchange are rendered possible.

Parties to Industry Interdependent.
 Not only are the four parties necessary to industry, but they are equally necessary to one another. Capital can do nothing without Labor. Labor can do nothing without Capital. Neither Labor nor Capital can co-operate effectively in industry save under the guiding genius of Management; and Management, however great its genius can do nothing apart from the opportunities and privileges the Community affords.

If all four parties are necessary to industry, and equally necessary to one another, then, surely, all four should have some voice in the control of industry, and with regard to the conditions under which their services to industry are rendered. Existing Organization of Industry Inadequate.

In our present organization of industry in any way suggestive of a partnership, in which Labor, Capital, Management and the Community are regarded as inter-related and inter-dependent? Far from it, as everyone knows who has given the organization of industry a moment's reflection—I am dealing, of course, only with the dominant types of large industrial organization, for it is mainly from this source that our present problems arise: transportation, manufacturing, mining, etc., etc.—So far as control goes, it is all in the nature of monopoly, and that a monopoly of control on the part of Capital.

The owners of capital, the capital investors, choose the Board of Directors; the Board of Directors choose the Management and dictate the pol-

icy to the exclusion of the other parties? Under this Socialistic State, the Government would choose the managers of industry, would own the instruments of production, levying taxation where more Capital was required, and would fix the wages of Labor and the prices at which commodities are to be sold.

The War has revealed that the Socialistic State, which many workers have been led to believe is certain to be beneficial and idealistic, may become the most bureaucratic and autocratic of agencies, holding within its power the lives and freedom of men, as well as the conditions of their employment. Germany has given that object lesson to the world.

The little there has been of State control during the War has also revealed that the substitution of political managers for industrial managers is not likely to be the best for either industry or the State. Of that, all countries have had a taste.

Drift Toward Monopoly of Control of Labor.
 What are the extreme movements

on the part of Labor but a similar reaction against the monopoly of Capital control? In its most violent forms, this reaction has found expression in Revolutionary Syndicalism, Bolshevism and certain forms of I.W.O.-ism, where, in addition to the ignoring of Capital and Management as parties to industry, the Community is also ignored, and Red Terror used to supplant Reason in all that pertains to the accomplishment of lawless designs.

Guild Socialism is similarly a reaction on the part of Labor against monopoly of control on the part of Capital. Like State Socialism, it would rule out Capital's right to joint control as effectively as Capitalism seeks to rule out Labor's right to joint control; but as the predominant factor in control it would substitute national guilds for the state. Industrial unions would select the managers, would own the capital, and would determine alike wages and the prices.

In protesting against an actual monopoly of control by Capital under

Capitalism, and a possible monopoly of control by the State under Socialistic Guild Socialism, would establish monopoly of control by Labor under National Industrial Guilds. This is a natural reaction. It represents the extreme of the protest by a militant Labor Unionism against the monopoly of control by Capital, just as Collectivism represents the extreme of a protest of an aggressive State Socialism against the monopoly of Capitalistic control. Guild Socialism and Collectivism are alike in that each would oust Capitalism by setting up a monopoly of its own.

Abolition of Monopoly Control The Only Remedy.
 But the cure for monopoly of control by one of the parties to industry is not to be found in the substitution of monopoly of control by one of the other parties; it lies in the destruction of monopoly altogether. It is to be found in the substitution of joint control for single control.

Single control, whether it be by Capital, Labor or the State, sooner

(Continued on page 3)

LEMONS BRING OUT THE HIDDEN BEAUTY

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Just try it! Get three ounces of orchard white at any pharmacy and make up a quart pint of this sweetly fragrant lemon lotion and massage it daily into the face, neck, arms and hands. It naturally should help to soften, freshen, bleach and bring out the roses and beauty of any skin.

be respected and safe-guarded; but this is not done by compelling people to live together when such life has become unbearable or by opening the way to release to those who have money and closing it to those who have not.

MONOPOLY OF CONTROL BY CAPITAL RESPONSIBLE FOR REACTIONS.

It is this monopoly on the part of Capital in the control and direction of industry that has led to the developments that are described as socialistic, ultra-radical, and even anarchistic. More than any other factor, it lies at the root of the industrial upheavals of the present time. The other parties to industry, though feeling themselves entitled to be regarded as partners, have despaired of gaining any measure of joint control by concession. They have felt themselves driven to exact, by force, what they believe to be their rightful due. In the case of Labor, this demand for recognition in the control of industry has asserted itself in the form of arbitrary exaction, leading to an assumption of single control by the state or municipality.

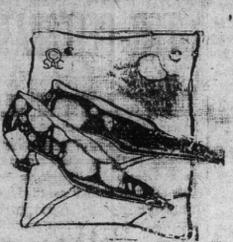
Drift Toward Monopoly of Control by the Community
 What is the Socialistic State, or Collectivism, which is its industrial expression, other than industry so organized as to transfer industrial control from Capital to the Commu-

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4. Women's Bl sole and Louis
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THE FOUR PARTIES TO INDUSTRY

(Continued from page 1) or later is certain to be control. Whether Labor as the victor is pre- sisting capitalist control is, on some measure both Labor and the State to which the cond- ope at the present time sufficient answer.

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