

pay a dollar duty upon the materials entering into the construction of each of his machines the net benefit of protection to him was about \$6.50 upon each machine. What more could he ask for? Does he want the earth? With an output of 10,000 machines per year, and a tariff giving him \$6.50 worth of protection on each machine, and including a fair margin of profit that he ought to make in his manufacturing enterprise, say four or five dollars on each machine, and Mr. Raymond should be placing to the right side of his bank account considerably over a hundred thousand dollars a year. If he does not do it he should blame himself rather than the N.P.

TAKING THE CHANCES.

THERE are some manufacturers in Canada who are not satisfied with the status of their business, finding themselves falling astern in the race for success, and can see no other remedy for their ills than unrestricted reciprocity with the United States. "If we could only gain access to the sixty million market," say they, "we would take our chances with the manufacturers there." This is too funny for anything, or would be if it were not that the enemies of Canada's industrial independence did not take advantage of such expressions to aid them in their endeavors to make Canada a dependant upon Yankeeism. We say this is amusing, because these expressions come chiefly and generally from those whose success in business has not been remarkable, or from those who enjoy the benefits of a protection even greater and farther reaching than that afforded by the N. P. It is not surprising, except for its selfishness, that such men as J. B. Armstrong desire reciprocity, or annexation, seeing that they enjoy this peculiar protection alike both in Canada and the United States. Mr. Armstrong owns the patents which make his products so valuable; and no amount of tariff protection in either country could possibly encourage any competition in the business, nor could any would-be competitor engage in it without his consent. For the sake of enjoying the largest amount of benefit arising in his business Mr. Armstrong maintains factories both in Canada and the United States; and this because the tariff of the two countries interfere with the supply of the American market with the products of his Canadian factory, and with the supply of the Canadian market with the products of his American factory. It is an undoubted benefit to Canada that Mr. Armstrong should maintain a factory in Guelph; but without doubt this factory would be closed, and Canada deprived of the benefit of it if reciprocity prevailed, for then the Canadian market would be supplied from the American factory. This is an illustration of how and why Canadian manufacturers who control valuable patents in both countries desire reciprocity. They do not fear any competition in either country, for they are able to prevent it; and their desire for reciprocity is actuated by selfishness, seeing that under it they would have to maintain their works in but one country, that is, the United States.

There is another class of manufacturers, however, who are actuated by even less sensible motives than selfishness in their desire for reciprocity. When some men find themselves unsuccessful in business, they are always ready to lay the blame upon persons and things where it does not belong, and cannot or will

not see that it should attach to themselves. Perhaps a man may enter upon a business that is already fully occupied or overcrowded. He finds men in control of the trade who have capital, experience and acquaintanceship against which it is hard—frequently impossible—to compete successfully. Perhaps the new adventure possesses none of these qualifications. Lack of sufficient capital prevents the erection and equipment of just such works as he ought to have; lack of experience places him at the mercy of others in his operations, and it is always a difficult task to win trade from those who have been long in the business and who have always given satisfaction to customers. In other countries when such adventurers fail, the verdict "served him right" is generally rendered; while in Canada it is the sufferer himself who desires to render the verdict, which usually is "Protection did it."

It is to be remarked that successful manufacturers in Canada do not whine and beg for reciprocity. Their success does not necessarily depend entirely upon any large capital they may at first invest in their business. There are other qualifications more necessary than money, accurate knowledge of the details of business; correct personal and business habits, and a persistent perseverance that is capable of accomplishing all that has been determined upon. Take such men as William Bell, the organ manufacturer, and John Bertram, the manufacturer of heavy iron machinery. These are men who possessed the qualifications alluded to; and there are thousands just like them in Canada who have climbed high up on the ladder of success, and who have no desire for reciprocity. They are successful business men who have made their fortunes in Canada, and who unselfishly desire that Canada shall be benefited by such manufacturing industries as they may be engaged in.

This is unfortunately more than can be said regarding many such men as the *Globe* has been recently interviewing, who, finding themselves unsuccessful in their ventures, aver that "Protection did it." The ridiculousness of some of the so-called reasons of these men for desiring reciprocity is simply amazing. For instance, Mr. Raymond argues that inasmuch as he has to pay about a dollar in duties upon the imported materials entering into the construction of each of his sewing machines, he would be benefited by reciprocity, thereby getting his supplies duty free, while in fact the duty upon foreign machines amounts to from \$6.50 to \$7.50 each. "In Chicago alone," says he, "I would find a market as good as all Canada. I would in that one city sell as many machines as in the whole Dominion." If this is so, why in the name of common sense don't he start business in Chicago? If this is so, why is it that at an extra expense of a dollar each he cannot make machines in Canada of American materials, while protected against American-made machines to the extent of five or six dollars each? Also considering that he is the only manufacturer of sewing machines in Canada, as the *Globe* informs us, why is it he cannot even control the Canadian trade? In 1889 as many as 5272 sewing machines were imported into Canada, paying from \$6.50 to \$7.50 duty each. Why did not Mr. Raymond absorb this trade? If he can make machines in Canada for only a dollar more than he could make them for in Chicago; and if American machines can be laid down in Canada, less the duty, for six or seven dollars each less than Mr. Raymond could make