

**Close Student of Methods and Earnest Applicant of His Own Guiding Rules—Developed a Staff of Expert Assistants to Carry Out His Methods—Was Keen Reader of Character.**

Had an Aim and Achieved It.

Perhaps the most outstanding feature of Mr. Eaton's character as a merchant was his power of initiative. It was his to think out the ideas. It was for his lieutenants to put them into practical effect. Forty years ago he painted on the retina of the public the picture of a great establishment on Yonge street, and

only interested in the one charge. He was not interested in the other charges of the false statements. He did not, however, deny having heard the rumor. He merely referred the enquirer to Mr. Johnston.

The jury awarded George Hopkins, who was run down by Mrs. Thomas' car, \$10,000 in damages, and costs against her. A stay of execution was granted. The case will be appealed.

**His Axioms.** The business axioms that guided Mr. Eaton in his commercial career were not many. But he was the personification of "Honesty is the Best Policy" and was fond of saying: "When you find a man getting you into a corner, always say, 'Thank you.'" Mr. Eaton believed, and not unwisely, that this attitude of mind developed inherent strength. It did not show weakness on his part, for if any characteristic was greater than another, in this man of genius, it was his absolute fearlessness in any corner.

Those who know him well say that he will follow in his father's footsteps, for he has been a close student of his father's methods. He has made himself popular with the people by reason of his unaffected manner, and is altogether a gentle, wholesome man with broad sympathies.

The Timken-Eaton Company is in perfect shape as an industrial organization. It is abundantly prosperous, and with every condition of comfort and expert management in its favor, there is no doubt that it will continue to lead in its sky.

The mantle of the father has fallen upon the shoulders of the son, and with it the same genius of organization and progressive administration.

There was a slight hitch in the Charles McGill trial yesterday morning. The crown prosecutor said it will positively be commenced tomorrow in the assize court. He will be tried on the indictment charging him with obtaining false returns to the government. McGill has two defenses, one promising to think he will plead guilty, and the other that he is innocent. The rumor was that there was also another charge he would be given the full penalty of the law, that is, the penitentiary, and that the other charge was dropped. The Ontario Bank, would be dropped. The Ontario Bank, would be dropped. Staunton could be charged with the Crown Attorney Drayton said he had not had any such deal. James Bicknell, solicitor for the Bankers' Association, said he was not interested in the one charge, that was of the false returns, but he was, however, deny having heard the rumor, and referred the inquirer to Mr.

The jury awarded George Hopkins, who was run down by Mrs. Thomas' auto, \$1000 damages, and costs against her. A stay of 30 days was granted. The case will be appealed.

**J. C. EATON**  
Who will succeed his father as President of The T. Eaton Co. Limited

There was something in the atmosphere—a depressing influence, the hand of an invisible cloud, that weighed on the active mentality of the street; some not poignant, promptings in the

A gray beard went up close and examined with bleared eyes the card on the Eaton store door. He read it, and, glancing Heavenward, a few mumbled words broke from his lips. "And I knew since 1880; knew him in the little shop he started in. Who next?"

"The fellow who's been constantly pondering and leaning heavier on his cane. A stylishly-dressed woman tried to get the notice of closure, walked away from a distance and went back to read it again; finally drifted into the crowd, and then, when he weight and dead-stillness.

"A child with a wide-open wondering

caught her brother by the arm. "Charlie," she said. "Mr. Eaton is dead, isn't it too bad? You know Mr. Eaton?"

The little fellow could not have been more than five, yet he understood and he knew. He said "yes" and ran with parted lips and a quick indrawing of his breath.

"Come home an' tell mammy, 'sissey,"' he lisped. "She'll be sorry. She knows him, too."

Everyone knew. Everyone paused. Everyone went away in grave consideration.

At the newspaper office, the news-papers, business men shook their heads, and at lunch, conversed in another way.

Big Ben was a funeral toll. Another soul had crossed the Great Divide, another void in life, and because the soul was so young, the void was so deep, the world stood touched and men were wracked to meditation.

It is not to be wondered at then that the unlooked-for news of his sudden demise came as a genuine shock. It was a shock to all who knew him. News. Small groups of managers gathered in all parts of the store, discussed the news, and then returned to their duties with drawn faces, plainly showing their regret.

At the time of the receipt of the announcement, the doors were closed. Incoming shoppers, but the thousands who were allowed to complete their purchases.

For the past year or so Mr. Eaton had been visited to the store have been limited on account of his condition, but his influence was felt as strongly as ever. Periodically he was called to the store to sit in the chair, and his appearance little he tokened the end that was to come.

He was a man of few words, but several of his utterances and he departed pleasantly with heads of deput-

among business men. Mr. Eaton was held in the highest respect.

J. W. Flavell, of the R. Simpson & Co., who has had many business relations with the late Mr. Eaton, said he considered him as having been one of his great organizing power, business men, and that he was a man whose ideas among the leading features, that made him the first among Canadian merchants.

"He was one of the great storekeepers of the world, and in a city larger than London, he was the greatest business man proportionately greater in private life he was unassuming, simple and without affectation."

Flavell, with the same Mr. Flavell, brother-in-law of Mr. W. R. Brock, who had known Mr. Eaton for 40 years, thought him as being superior to the average successful business man, and that he was higher than the ordinary forest. In the highest sense, and his upright in character largely due to his great confidence in himself and his absolute confidence in his business.

Davidson, who was a partner in

Gordon McKay Co. knew the late Mr. Eaton as a business and thoughtful man, and one of the most remarkable men he had ever met. It was doubtful if he could be more highly praised by anyone else, and he would go so much for Toronto, where he lived so well for themselves.

W. K. McKim, president of Mr. Eaton very well and especially in connection with the Toronto Exhibition, in which he took a deep interest, in which he showed the liveliest interest. Even when going to the exhibition, he would drive out to the exhibition grounds, where he was going. He was one of the few men who were able to get things were required would give \$100 or \$1000 in the same spirit as the other men.

In business he was keen, hardheaded and resourceful, but in private life he was a simple and unassuming man, and will long be missed in Toronto.

Wood of the Gordon McKay Co. considered the late Mr. Eaton uniquely as a business man and a merchant, and that he was a man who was on his striking methods as factors

THE FIRST STORE  
In Toronto—Opened 1869

Story of the Career of the Late T. Eaton—Came to Canada in 1857; and Began Business in Perth County—Began in Toronto in 1860 With New Principles That Won Success

bitious for her children, however, and managed to give them the advantage of a good education. She died in 1891 at the National School in Clogher. Farming in those days was not considered a profitable way of making one's wealth. The most favorable years found the toilers little wealthier than when they began. The frequent drought and the loss of crop failures befel they were in dire need. The year 1846 was the worst. The potato crop failed in Ireland. The potato crop was ruined with rot; other crops were scanty. Famine stalked through the land. Those who were able emigrated; the others bore the cruel pangs of starvation.

**Came to Canada.** Among those who left for other lands to seek their fortunes was the eldest son of the late John McCallum, the same time Timothy, the youngest, was apprenticed to a draper at Fort Vancouver. He was later to open banks of the River Bann, celebrated as one of the best fishing streams in all the world. He was also an actor, famous for the free fights that characterized every market day, fights that at the time were the chief attraction. The market was abolished altogether, and only within the last few years has permanent peace been brought to the settlement. At the end of five years, the

The first building put up for the company," says Mr. McCallum, "was a long, and narrow building, extending to the north of that, about 60 feet long, and four storeys high, for the factory. It was built of logs, and has been more than 150 years ago, outside. A building was constructed in 1825, and was the first in forming the easterly portion of the present building, with 60 feet frontage, and 40 feet high. It was later on an addition, and increased the height of the Queen-street building to 60 feet, and the length to 100 feet, and was four storeys high."

term of the apprenticeship, the subject of the sketch was given his own money, and he bought a horse like Zimo, and with this he took passage to Canada.

He arrived in Canada in 1857, and was employed as a cooper at Kirkton, in Huron County. At that time little money was in circulation, and the goods in turn were bought for produce. Railways were unknown, and the goods were hauled by oxen on their own freighting. With wagon and oxen he hauled his produce to the nearest depot, and returned loaded with provisions, grain, and lumber.

produce. After a stay of short duration at Kirkton, Mr. Eaton moved to Toronto, where he remained for some years. Not satisfied with the trading system, then in vogue there as elsewhere, he decided to move to Toronto, where he was able to obtain a plentiful permit to his desire to conduct business on a cash basis. This was a great advantage, and, with an honest system, and this system he instituted in his wide business sphere when he came to Toronto.

**In Toronto.**

In Toronto he opened a small store on a large street, King. These quarters were abandoned for others, and he was enabled to expand his business.

commodious ones at 178 Yonge-street; and these were, later on, vacated when a more desirable accommodation was found at 180 Queen-street. The present address of the company. The reason for the last move was that Mr. Duncan Ross had been so much taken with imagination he pictured the present establishment, and he clearly saw that it was impossible in the back building behind Queen-street. A bird's-eye view of the present premises bears out the wisdom of the move. The enormous growth of the business, in the past few years, is a sufficient testimony to the truth of the old adage, "Honesty is the best policy."

**The Cash System.**  
Mr. Eaton's determination to locate his business in Toronto was based on the conviction that the only fair system of doing business was the cash system, and in this he was supported by the majority of the only place where it was possible to enforce this principle.

And so, in 1868, he opened a business on the basis of a strictly new basis of buying for cash and selling for cash. In the matter of buying and selling, the changes is conducted on a strictly cash basis.

London, Jan. 31.—(Special.)—Duncan C. Ross, barrister, of Strathroy, and son of Senator Ross, was nominated at Mount Brydges to-day to contest the constituency in the by-election of Feb. 20.

The convention balloted three names, Messrs. Ross, Elliott and McDougall, the voting standing: Ross 51, Elliott 31, McDougall 16.

Buying and selling on this basis saves money at both ends. The goods are bought at the very lowest prices, and the money made always a prime consideration to manufacturers, who, by selling for cash all the losses incurred by bad debts are avoided. The advantages are manifold, and the customer the purchaser receives the benefits.

Those who were familiar with the little store in Toronto saw the advantage, but Mr. Eaton sought to gain the confidence of a wider purchasing public.

To this end another principle was laid down—that no misrepresentations should be used in selling goods. It was always the policy of the firm, Mr. Eaton said, to represent goods as they are.

(Signed W. W. B. Moloney.)

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**THE STORE TO-DAY**  
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**THE STORE TO-DAY**  
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