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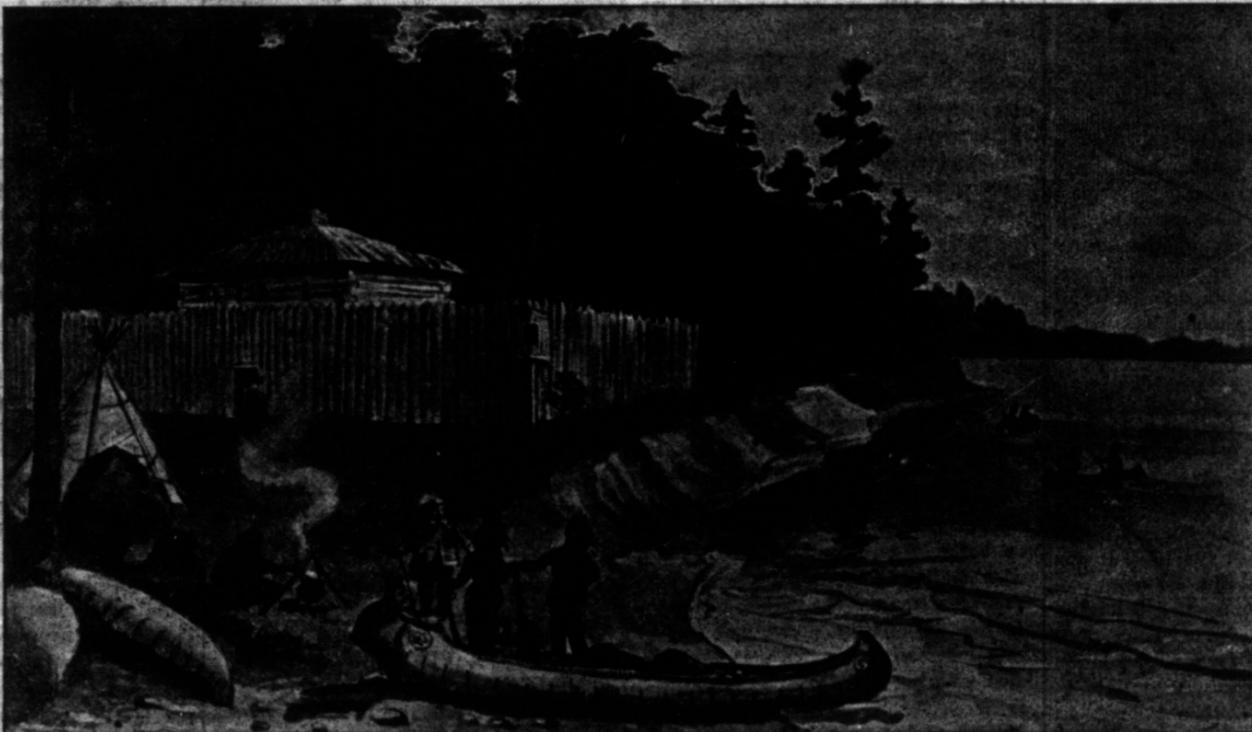
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tion." There is nothing about these organizations really novel in principle or directly tending toward the brotherhood of man. These are simply machines for cheapening goods to the purchaser by eliminating the toll paid in the shape of profits to the storekeeper or middleman, at the same time securing the best quality of goods. In these respects, as well as by introducing the ready money system, they have done much good to the laboring class. But they proceed on exactly the same economical principles as does individual purchase. They kill without compunction the storekeeper and the middleman. They buy the best goods they can at the lowest price, thereby beating down to a minimum the wages of the producers of those goods. They

tion, far too cold and distant, it must be regretfully owned, which at present exists between the employer and the employed, and giving the workman, now a human spindle or hammer, a living interest in his work. The system is applicable of course only to factories or works employing a number of hands. In setting up establishments of this kind three things are required—capital, guidance, and labor. The second element ought not to be left out of sight, as in the controversy between capital and labor it commonly is; it is labor of the most indispensable kind. Competition, as a general motive power of the industrial world, would not be done away with by co-operative works, since the several firms, whatever their character in them-

ice, Charles Kingsley, and Mr. Ludlow. The movement headed by these philanthropists was called Christian Socialism. They hoped that Christian brotherhood would wait on union in industrial enterprise. A co-operative tailors shop was set up under their auspices, but it failed, if my memory serves me rightly, owing to difficulties about the management.

Other plans for improving the relations between employer and employed, and for giving to the artisan a greater interest in his work, have been tried, as we know, in some cases with success. But it does not appear to have been clearly established as yet that a large business can be successfully conducted on a democratic footing. There must be an intelligence to do what the capitalist, or in



FORT ROUILLE—1749

(The Original Site of the present City of Toronto, Exhibition Park)

CO-OPERATION

BY PROF. GOLDWIN SMITH.

The word "co-operation" has a pleasant sound in contrast with "competition," which seems to convey the idea of hostility as well as of emulation. Co-operation seems like a step towards the social millennium. A step perhaps it is, and it is only step by step that we advance. But we must clear our ideas. Co-operative distribution and co-operative production are essentially distinct things. Co-operative distribution, such as that of the famous Rochdale pioneers, has triumphantly succeeded where co-operative production has failed. To organizations of the distributive kind the term "co-operation" ought not to be applied; a more proper term would be "combina-

give their own managers and servants no more than the market rate for the work. In fact, they do pretty much what is done in another form by the departmental stores to which they have given place here, and the principle of which is the elimination of the middleman; though the profits are not entirely divided among the purchasers, as they are in the case of co-operative institutions, but go partly to the capitalist who owns the store.

Quite different in principle and aim from the co-operative stores is productive co-operation. The aim of productive co-operation is to eliminate the capitalist and distribute his gains among the workmen; at the same time creating, as it is hoped, among the workers a general sense of brotherhood in place of the rela-

tives, would compete with each other. The advantages gained would be simply those already specified; the improvement of the working men by distribution among them of the interest on capital and the wages of management, besides the production of fraternal feeling among the partners. But capital sufficient to enable the firm to wait on the market as well as to start business, and a managing head must be found. Perhaps the difficulty of providing for the management is, as much as anything else, the secret of the general failure of co-operative works, compared with the remarkable success of the co-operative stores.

In England among the originators and the most enthusiastic apostles of productive co-operation were Frederick Mear-

the case of a joint stock company, the manager, now does; and that intelligence, call it what you will, must be paid.

The Oneida Community and its counterparts have been co-operative, and the Oneida Community was an industrial success. But of these organizations celibacy was the rule. There were no children to be fed, and all members of the community were workers. There was also a desperate management. The scale, moreover, was too small for any general conclusions.

The world industrially moves on, though by steps and not by leaps and bounds; meantime competition, as the motive power of universal industry, is not in direct antagonism to co-operation. By compelling every worker to do his best and to provide what the world wants