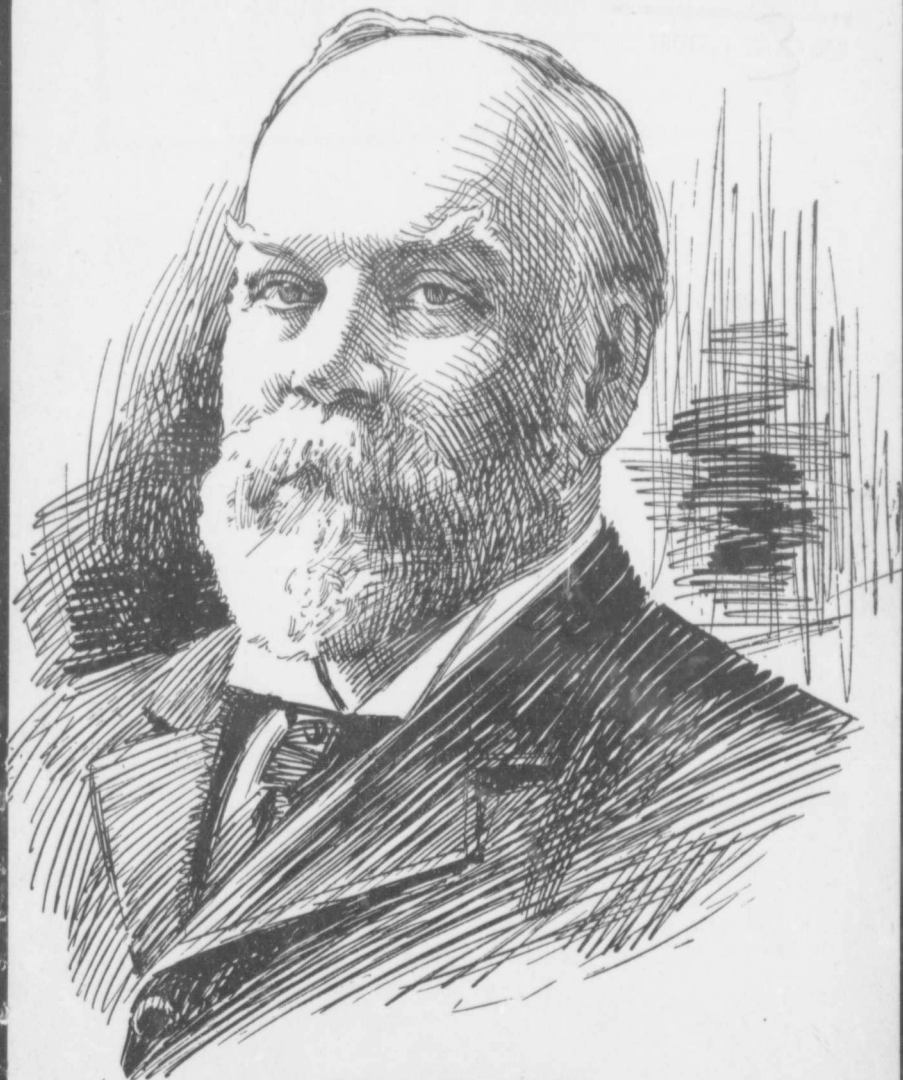


Life Story of Canada's Greatest Merchant ^{3.}



(THE LATE MR. T. EATON)

A Career with a Lesson for every Young Man and Woman in the Dominion.

PRICE 5 CENTS

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CANADIAN HISTORY



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HIS CAREER IN BRIEF

BORN AT CLOGHER, COUNTY ANTRIM, IRELAND, 1836

CAME TO CANADA 1857

OPENED HIS FIRST BUSINESS IN TORONTO 1859

FORMED A JOINT STOCK COMPANY 1891

OPENED WINNIPEG STORE 1905

DIED JANUARY 31ST, 1907

FORTUNE ESTIMATED AT \$5,000,000

TIMOTHY EATON, the greatest of Canada's merchant princes, is dead.

Probably no other one man did more to spread the fame of Toronto than did Timothy Eaton. From the rock-ribbed coast of Nova Scotia, through the timber-laden areas of New Brunswick; on through both the French and English sections of Quebec; in every hamlet in Old and New Ontario; amidst the scattered homesteads of Manitoba and the new West; and so on through the Rocky Mountains to Vancouver Island, where the sun-kissed waves of the Pacific Ocean sweep in from the islands of the Southern Seas—the name of Eaton was a household word.

Probably every post-office in Canada did business every lawful day of the year on behalf of some thrifty housewife who was attracted by Mr. Eaton's way of doing business. The trade secured in this way was enormous, and was one of the best possible tributes to the business acumen and enterprise of the young Irishman who came to Canada when this country was but a scattered series of disunited British communities along the northern portion of the United States. Just about the time when the statesmen of that day were looking far ahead and laying the foundations of the mighty Dominion of to-day, Timothy Eaton showed his prescience by deciding that Canada was to be a great country, and by determining that he would do his share in building up its commercial and industrial fabric. His success has been as great in his especial line as has been that of the Fathers of Confederation.

His motto in business was: "The greatest good for the greatest number;" and probably no one man ever lived up to such a motto better than did the late Timothy Eaton.

THE STORY OF HIS LIFE.

There are many versions of Mr. Eaton's career, but probably the most correct was one which was issued by his own firm a few years ago in connection with the development of the business. In this it was stated:

Timothy Eaton was born in Ireland, at Clogher, thirty miles from Belfast, and not far from Slemish, famed in mythology as the place where St. Patrick herded sheep during his sojourn in Ireland. Mr. Eaton's forefathers migrated from Scotland nearly two hundred years ago. They, with many other Scotch families, formed a settlement, and for several generations engaged in agrarian pursuits.

He was the youngest of a family of nine. Before his birth his father died, and his widowed mother faced the world with a dependent family and nothing to support it. She was ambitious for her children, however, and managed to give them the advantage of such education as could be acquired at the National School in Clogher. Farming in those days was not conducive to the acquiring of great wealth. The most favorable years found the toilers little wealthier than before, and when calamities in the form of crop failures befell, they were in dire need. The year 1846 was one of the darkest in the history of Ireland. The potato crop was ruined with rot; other crops were partial or total failures, and starvation stalked throughout the land. Those were able emigrated; the others bore their sufferings patiently.

EMIGRATED AFTER APPRENTICESHIP.

Among those who left for other lands to seek their fortunes was the eldest member of the Eaton family. About the same time Timothy, the youngest, was apprenticed to a draper at Portglenone, a small market town on the banks of the River Bann, celebrated as one of the best fishing streams in all Ireland. Portglenone itself was notorious for the free fights that characterized every market day, fights that at last became so furious that the market was abolished altogether, and only within the last few years has permission been granted for its re-establishment. At the end of five years, the term of apprenticeship, Timothy Eaton was given his wages, which amounted to something like £100, and with this he took passage to Canada.

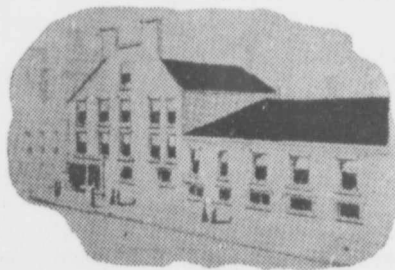
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HIS FIRST VENTURES IN CANADA.

He arrived in Canada in 1857, and soon afterward opened a store at Kirkton, in Huron County. At that time little money was in circulation. Produce was traded for goods, and goods in turn were bought for produce. Railways were unknown, and the merchant was compelled to do his own freighting. With wagon and oxen he hauled his produce to the nearest port and returned laden with merchandise, which was again exchanged for produce.

After a stay of short duration at Kirkton, Mr. Eaton moved to St. Mary's, where he conducted a store for some years. Not satisfied with the trading system, then in vogue there as elsewhere, he decided to move to Toronto, where money was sufficiently plentiful to permit of his desire to conduct business on a cash basis. This he always regarded as the only sound and honest system, and this system he instituted in his wide business sphere when he established in Toronto.



Timothy Eaton's First Store in Toronto

Opened 1869

HIS TRANSFER TO TORONTO.

In Toronto he opened a small store on Yonge Street, below King. These quarters were abandoned for more commodious ones at 178 Yonge Street; and these were, later on, vacated when still more desirable accommodation was secured at 190 Yonge Street, the present address of the company. The reason for the last move was that Mr. Eaton looked into the future. In his imagination he pictured the present establishment, and he clearly saw that expansion was impossible in the block below Queen Street.

BOUGHT AND SOLD FOR CASH.

The enormous growth of the business is a standing testimony to the truth of the old adage, "Honesty is the best policy." Mr. Eaton's determination to locate in Toronto was based on his conviction that the only fair system of doing business was the cash system, and in those early times Toronto seemed the only place where it was possible to enforce this principle.

And so, in 1869, he opened a business here on an entirely new basis—a basis of buying for cash and selling for cash. In the matter of buying and selling, the business is conducted on a strictly cash basis.

FORMED A JOINT STOCK COMPANY.

In 1891 Mr. Eaton formed a joint stock company, in which he retained a controlling interest. This joint stock company was capitalized first at \$500,000, and in 1905 this capitalization was increased to \$1,000,000, of which Mr. Eaton held \$540,300, the balance being divided among members of his family, and Messrs. Harry McGee and George Dean, now directors of the company. The controlling interest in the business still remains with the Timothy Eaton Estate.

Two years ago the firm erected a palatial store in Winnipeg, and since then its business in the West has grown by leaps and bounds.

The history of Mr. Eaton's later years was the history of the growth of the business. He was its inspiration, its mainstay, its guiding star. Through all the stages of its development he held the tiller; he steered it clear of shoals, and brought it in safely to the port that he had striven for—to make the business a national institution, an institution that ministers to the needs of a nation, an institution that occupies an important place in the economy of the country.

HIS HOME LIFE WAS SIMPLE.

Attention to Business his Guiding Principle, but still he found time to enjoy Himself.

Timothy Eaton's life was wrapped up in his business and his family. No better employer ever lived; no better father ever passed away full of years to receive his reward from the Head of the human family. While in St. Mary's he married Miss Margaret Beatty, of Woodstock. They had five children, three sons and two daughters. All are still living except the eldest son, Mr. E. Y., who died on November 13th, 1900. The

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youngest, John C., is vice-president of the company, and was closely associated with his father in the conduct of the business. His other children are Mr. W. F. Eaton, Mrs. Charles Burden, and Mrs. T. D. M. Burnside. He has two sisters living, Miss Sarah Eaton, of Georgetown, and Mrs. George Young, of St. Mary's.

Mr. Eaton took an interest in church work, liked good carriage horses and fast power yachts, but these last two were trifles compared with his business. He had watched it grow and prosper from that little weakling in Yonge Street, south of King Street, and until the last he was the moving principal in the entire concern. His only outside business connection was with the Dominion Bank, of which he was a director.

A FARMER AND A YACHTSMAN.

He was a man of generous impulse, quick discernment, unbounded faith in himself, his ideas and the future, large foresight, absolute determination, holding ever before him a perfectly well-defined ideal.

A friend once asked him what a man must have to be happy, and Mr. Eaton in a genial way replied that if a man had three meals a day, a comfortable bed, and a good horse to drive, he could not ask for more. Outside of the big idea that dominated his mind his wants were small. He loved a good horse, and, in the later years of his life, he naturally turned to his farms, for there he had a place to drive out to in the afternoon. But, unlike the business man who takes up farming as a hobby, so well-ordered was his life and the habits of his mind that he took up farming first as a recreation and made the recreation a profitable feature. In nothing was his genius shown to better advantage than in the rapid manner in which he turned unprofitable farms into highly profitable ones.

Mr. Eaton had a magnificent summer residence in Muskoka opposite Windermere. It is known as Ravenraig, in memory of his mother, Margaret Craig. Here the family spent the summer months, with Mr. Eaton and his sons, who were engaged in the business with him, spending only the weeks' ends there, until latterly, when Mr. Eaton's infirmities caused his visits to be more extensive. It was his residence on the Muskoka Lakes which imbued him with a fondness for fast boats, a fancy in which Mr. J. C. Eaton emulated him. Mr. Eaton five or six years ago took a fast steam yacht, called the *Wanda*, up there for service at his summer residence. For a couple of years

Wanda was the fastest thing afloat around there. She made about fourteen miles an hour, and Mr. Eaton was contented with her until one day a United States visitor came along with a fast motor craft and outpaced her. He not only did the trick once, but half a dozen times, and Mr. Eaton determined to out-speed him the next season. He left an order with the Polson Iron Works here for a larger craft on the lines of the Thornycroft speeder *Scolopendra*, which Mr. Polson imported. She proved to be a flyer, and under the name of *Wanda II.* still has the heels of anything on the lake.

Mr. Eaton spent last summer in the Old Country, and toured the British Isles in an automobile. He was accompanied by Mrs. Eaton, and during their entire journeyings through the Isles did not once board a railway train.

WAS A CRIPPLE OF LATE YEARS.

In September, 1899, while returning from a visit to his stock and dairy farm near Islington, the pair of horses ran away at Toronto Junction, and Mr. Eaton was thrown out. The fall broke his hip, and since then he had been crippled. Though everything that medical science could suggest was done for him, he has since walked on crutches or been wheeled about in an invalid's chair. Even the seriousness of that accident did not prevent him from driving behind equally as spirited animals. He has had one or two slight accidents since that with horses. In one instance a single driver shied while passing the cemetery in Rosedale, and threw him out. He was badly shaken up, but escaped without broken bones. This shock following upon that sustained in the serious accident at Toronto Junction, combined with the fact that he could not obtain his usual exercise, undermined his constitution, and made him a comparatively easy victim to pneumonia.

WAS A GOOD CHURCHMAN.

Brought up a Presbyterian, he Afterwards Became a Leader in the Methodist Church.

Timothy Eaton, though born a Presbyterian, soon became a Methodist after his arrival in Canada. He was one of the founders of Trinity Methodist Church, situated at the corner of Bloor Street West and Robert Street. Back in the eighties the district now served by the church was without a rallying place for those of the Methodist faith. There was no church nearer on the one side than the Broadway Tabernacle, and Bathurst Street Methodist on the other. The neighborhood was rapidly filling up, and

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the distances that people had to walk to church were such as we would shudder at in these days of Sunday cars.

Mr. Eaton was at that time an official of the Elm Street Methodist Church. Another official of that church, Mr. W. J. Gage; Mr. C. R. S. Dinnick, an official of the Queen Street Methodist Church; Mr. Benjamin Westwood, Sr., class leader and local preacher in the Broadway Tabernacle; Mr. R. S. Walton, now of New York, and Mr. Lydiatt, got together, and, after many conferences, decided that the time was ripe for the opening of a new church. The lot on which the church of to-day is situated was bought, the six men constituting for the time being the Board of Trustees, with Mr. Westwood as treasurer. Each member of the Board contributed \$500 to set the ball rolling, and subscriptions were canvassed for.

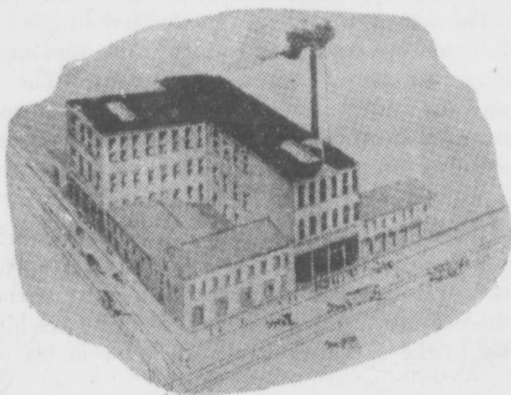
In 1886 services were commenced in a tent, Rev. T. W. Jeffrey, of Brampton, being called as the first pastor, and Mr. Westwood being appointed as superintendent of the Sunday School. The attendance grew rapidly, and in the fall it was deemed advisable to erect a temporary frame building to house the congregation during the winter months. The following summer saw the cause in such good circumstances financially that it was decided to go ahead with the erection of the present structure, which was some two years in building, and was opened in 1888.

When the church elected its first Board of Trustees Mr. Eaton was one of those selected, and he still held office up to the time of his death. He was for many years a regular attendant, contributed liberally to the church's finances, and gave his attention generously to the executive work called for in his position as trustee.

Of late years Mr. Eaton had been a member of St. Paul's Church, Avenue Road. He was not a theologian, a sociologist or a proclaimer from the housetops. His character could be best summed up in the words: "He was a good Methodist." He had no sympathy with any person who treated the Bible as being anything less than an expression of the absolute will of God. He was perfectly honest and straightforward in speech and in business. In his private life no slightest breath of scandal ever dimmed his name. He tabooed liquor, cards, tobacco, and was never known to attend the theatre. "Universal Provider," as he aspired to be, yet you could search his store in vain for a pack of cards, a packet of tobacco or a bottle of liquor.

HIS CHARITY WAS UNOSTENTATIOUS.

While Mr. Eaton was known as a man to whom appeals for charitable aid were seldom made in vain, he was always reticent in regard to his subscriptions, and it was seldom that the public knew of his gifts to worthy objects. Always interested in the physical welfare of his employees, he was active in seeing that those needing it had suitable quarters in which to spend their summer vacations, and, with this end in view, he established a summer home on the northern lakes, where a number of girls could be accommodated. He was also interested in the work of the Y. M. C. A., and purchased the premises south of the building now occupied by the association, which were to be taken in as soon as its necessities permitted. Another gift from Mr. and Mrs. Eaton was the building on North Street, now occupied by Mrs. Scott-Raff, and known as the Margaret Eaton School of Expression.



Timothy Eaton's First Big Store

When an entrance was made from Queen Street

One of the latest benefactions of the deceased was the subscription of \$50,000 to the new General Hospital, of which scheme he was one of the most ardent supporters.

HE BELIEVED IN SHORT HOURS.

The movement for early closing was one with which his name must ever be identified. Some years ago, at a meeting of the Lord's Day Alliance, Mr. Eaton said:

"I don't expect to see it in my day, but I hope my children

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will see it, when on Saturdays all business houses will be closed and the day used for recreation, leaving Sunday for a day of rest and religion." This was no idle word with him, for as far as it was practicable he gave his employees short hours, closing at 5 o'clock every day, and during the summer at 1 o'clock on Saturday. He was also liberal in regard to holidays, and his employees were said to average less than the eight-hour day.

SOME TRIBUTES TO HIS MEMORY.

Men of Prominence in the Country's Life give their Opinion of Mr. Timothy Eaton's Life Work.

Rarely indeed does the death of a business man call forth such genuine and universal expressions of regret as has that of Mr. Timothy Eaton. Politicians unite with merchants in lamenting the departure of the great captain of industry. Here are a few of the tributes to Mr. Timothy Eaton's memory:

HON. G. W. ROSS.

"Mr. Eaton was a fine example of what a Canadian can achieve in business life by great capacity for organization, by courageous enterprise and by mastering the details of his work. In the building up of a business establishment, believed to be one of the largest in Canada, he was always careful of the comfort of his employees, in whom he took a kindly and personal interest. A striking evidence of his large-heartedness in this respect is shown in the early closing of his Toronto store and the Saturday half-holiday during the summer months. His integrity and fairness in every department of his business will always keep his memory sweet with all who knew him."

HON. GEORGE A. COX.

"Mr. Eaton was one of the most successful business men in all Canada, achieving a unique success through his great powers of organization and administration, through his energy, foresight, integrity and business acumen. His reputation among those with whom he had business transactions was always synonymous with fair and honest dealing, and his attitude towards his employees was marked by the kindest consideration for their comfort and welfare. He was a self-made merchant prince, and his long and honorable career might well be an inspiration to the young men of this country. Mrs. Eaton and the members of her household have my sincere and deepest sympathy."

HON. ROBERT JAFFRAY.

" I have known Mr. Eaton intimately for over a quarter of a century, and the sudden news of his death comes to me and to his other friends here with a great shock. I have followed his career from his early start in business, and have been deeply impressed with his extraordinary organizing and administrative ability, his business acumen, foresight and enterprise. One of the chief elements of his unique success has been honorable and reliable dealing, both with those from whom he bought and to whom he sold. Toronto has lost perhaps its greatest business man. The great industrial fabric he has left behind him will be a lasting monument to a career without parallel in the city's history. I have had the privilege of being for many years a close acquaintance of Mr. Eaton and his family. My deepest sympathy goes out to the bereaved, more especially to Mrs. Eaton, who has been to him always a devoted helpmeet, companion and counsellor, and an untiring nurse in time of sickness. Mr. Eaton was an exemplary business man, known throughout Canada for his staunch integrity and reliability. He was a public-spirited citizen, a most generous-hearted employer, and his death is a severe loss to the whole community."

REV. JOHN POTTS.

" Timothy Eaton was a man as remarkable in his career as in his character. He was one of the foremost commercial organizers. He had his peculiarities, which did not meet the approval of everybody, but, on the whole, he was an earnest Christian man. I recall a typical incident that is worth noting. Nearly twenty-five years ago Mr. Eaton came to me and asked me to preach on the subject of shorter hours for shop girls, and I preached a sermon in Elm Street Church at his request on the shortening of hours of young people behind the counter. Mr. Eaton was the first merchant in Canada in shortening the hours of those working for him."

REV. CHANCELLOR BURWASH.

" I was intimately acquainted with Mr. Eaton for many years. He was a very strong man, and had decided convictions, both on moral and religious subjects, and on public affairs. Whether you agreed with him or not, he was never afraid to speak them out and to act upon them. I had great respect for him as a sincere

and honest man. He was of more than ordinary penetration and power of will. I was in touch with him when he was pretty ill, and was able to judge of his religious character. He was brought up a Presbyterian, but joined the Methodist Church, I think, in connection with revival services, shortly after coming to this country. In the depths of his nature he had a thoroughly religious spirit, and I had every confidence in his character as a Christian man and his desire to do what was thoroughly right and honest. At the same time, he had no patience with men whom he did not accept as honest in convictions. His success in business life depended very largely upon the clearness of his convictions and the determination with which he put them into practice."

REV. DR. CARMAN.

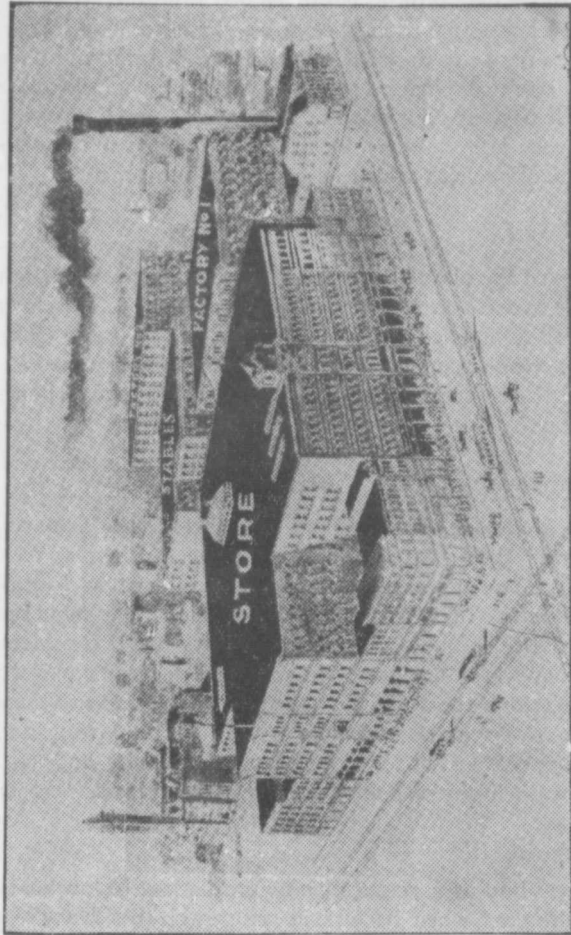
"He lived his allotted time and served his generation faithfully. His success in business was phenomenal, a demonstration of well-disciplined natural abilities, a crown of patient industry, a vindication of integrity, and a shining example to the youth of our country who will give themselves to honesty and industry."

REV. DR. BRIGGS.

"The Methodist Book Room did the Eaton Company's printing until they started a printing place of their own, and that brought me into business relations pretty often with Mr. Eaton himself. In a business way I found him honorable, strictly so. It gave me occasion also to know of his considerateness to employees that were diligent and faithful, and when sickness overtook them assisting them in ways that newspapers never knew. As a business man he had a clear vision and a quick judgment. His foresight was remarkable, and to his unhesitancy in business I attribute his great success."

REV. ALEX. SUTHERLAND.

"I knew him as a young man before he had begun business for himself, then when he was in business at St. Mary's, and then when he started in Toronto. I have always found him to be in all I knew and saw one of the most conscientious and straightforward men in all my acquaintance, always with a strong regard for those who were in his employ. I knew at intervals, when he was planning changes in the hours or in holiday arrangements, that all was done with a view to the



The Great Eaton Establishment of To-Day

With entrances and exits on four streets and factories all around it

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interests of his employees and how it would affect them. He was a generous-hearted man, ready to give to anything that appealed to him as something that should be sustained. At the same time he was independent in his judgment, and had his own way of doing it."

REV. W. L. ARMSTRONG.

Rev. W. L. Armstrong, pastor of Avenue Road Methodist Church, to which Mr. Eaton belonged, said: "Mr. Eaton since I have known him has ever impressed me as a strong man with well-established convictions, catholic in spirit, of a sympathetic and kindly nature, charitable and practical. He was a warm friend of the Methodist Church, and did not restrict his benefactions to one, but was anxious to help all. His love for young men was particularly strong. I was always pleased and profited in meeting and holding converse with him."

REV. DR. W. F. WILSON.

"He was a princely man, one of the strongest personalities I have ever known, a man whose character I have always greatly admired, a man of irreproachable character. He had the highest appreciation of honesty, of thrift, and of industry. For an eminent man he was one of the most humble I have ever met, and one of the most reverential towards truth, a devout and earnest student of the Bible, a man of unswerving faith in the providential leading of God."



With entrances and exits on four streets and facades on streets.

SOME TIMELY ANECDOTES.

HIS FIRST SHILLING.—Mr. Eaton was not ashamed to tell the story of the first shilling he earned after leaving home. He stood on the edge of a crowd of emigrants at Liverpool, whilst many struggled to get through for their tickets. Noticing one man's ineffectual efforts to push his way through the crowd, Timothy, then a big Irish boy of 21, offered to go into the crowd and get the ticket for him for a shilling. The man closed with the offer, and Timothy promptly set to work to earn the shilling.

HAPPY IN HIS FAMILY.—A friend of his drew Mr. Eaton's attention not long ago to a group of school-boys, saying:

"There's the happiest time of a man's life."

"They are no happier than I am," was Mr. Eaton's reply.

THE STORY OF AN IRISHMAN.—A few years ago a big Irishman was engaged to work in the store on Yonge Street, Toronto. Standing over six feet he was told to act as floor-walker. Timothy noticed him on his first morning, and walking up to him, said:

"How long have you been here?"

"That's none of your business," replied the man.

"Well, what are you doing here?" enquired Mr. Eaton, nonplussed.

"I'm mindin' me own business," replied the Irishman, "an' I'd advise you to mind yours. Get along there an' don't block the passage."

The Irishman nearly dropped when he found out that he had been addressing the "boss." Mr. Eaton's comment was, "The man's quite right. I wish I had five hundred men who would mind their own business, and make everybody else mind theirs."

In this connection it may be said that Eaton's store was the magnet which attracted all County Antrim men—to say nothing of other Irishmen—who arrived in Toronto. When they went there and saw Mr. Eaton, they were always sure of a job—if their recommendations were satisfactory.