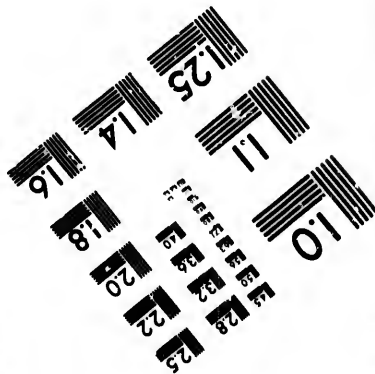
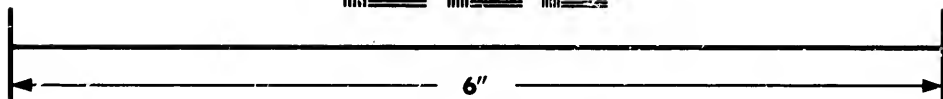
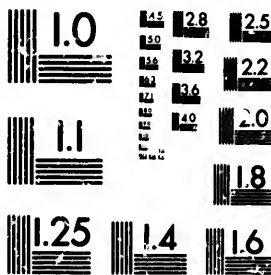


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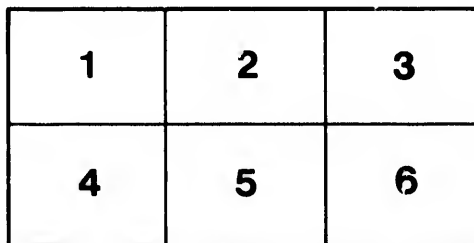
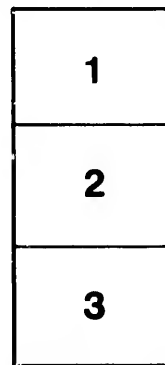
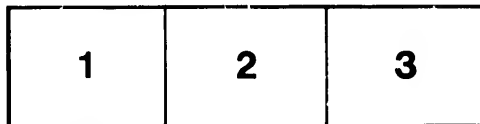
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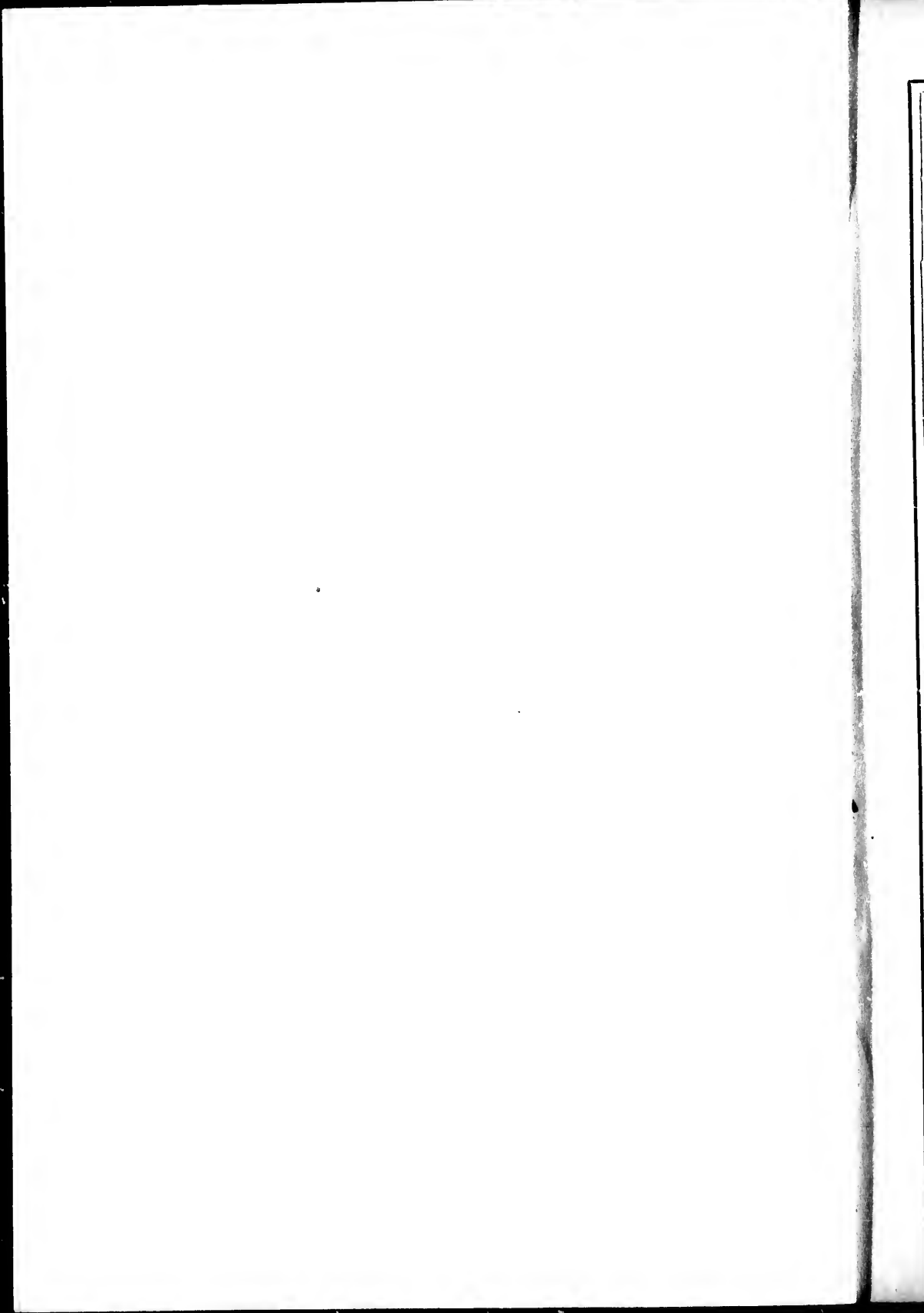
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LABOR AND CAPITAL;

/ HOW TO UNITE THEM

AND

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PROSPERITY.

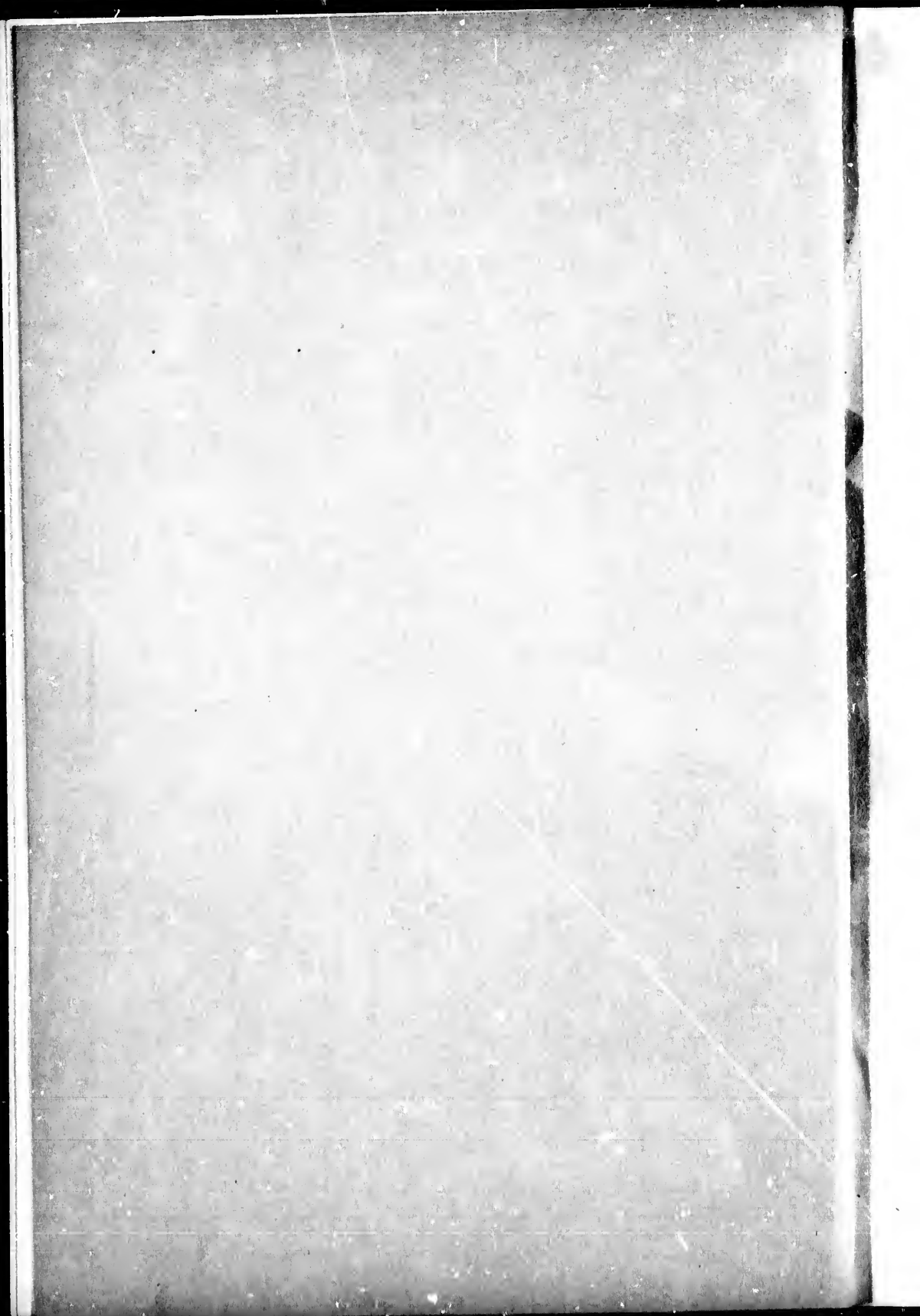
*Addressed to the Dominion and Provincial Governments,
to Capitalists, and to Workingmen.*

BY F. P. MACKELCAN, C. E.

MONTREAL:

PRINTED AT THE GAZETTE PRINTING HOUSE, NEARLY OPPOSITE THE POST OFFICE.

1872.



The following pages have been submitted to the gentlemen whose names appear below, and the writer is permitted to say that they regard the subject as one of the highest importance, and well worthy the attention of the Dominion and Provincial Governments :

CHAS. J. COURSOL, Mayor of Montreal.

W. C. MUNDERLOP, Consul for North Germany.

EDWARD SCHULTZE, Consul for Austria and Hungary.

J. F. WULFF, Consul for Denmark, and acting for Norway and Sweden.

THE GERMAN SOCIETY of Montreal.

NATHAN MERCER, Vice-President of St. George's Society.

CHAS. GEDDES, President of the City Passenger Railway Company.

N. B. CORSE, President of Mechanic's Institute.

J. BAYLIS, Chairman of Employment Committee of Y. M. C. A

JAS. HEDLEY, Mercantile Agency.

JAS. CORISTINE & CO., Fur Traders and Manufacturers.

GEO. E. DESBARATS, Publisher of *Canadian Illustrated News*, &c., &c.

E. E. GILBERT, Marine Engine Works.

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LABOR AND CAPITAL;

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HOW TO UNITE THEM

AND

PRODUCE UNIVERSAL INDUSTRY AND
PROSPERITY.

*Addressed to the Dominion and Provincial Governments,
to Capitalists, and to Workingmen.*

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LABOR AND CAPITAL;

HOW TO UNITE THEM.

IN a population like that of Canada, which is continually added to by immigration, it is very difficult to find employment for every one, unless some system be invented by which that object may be accomplished. There is demand undoubtedly, for it would require thousands to fill up our wants in agriculture alone, and thousands more might be scattered among our many departments of manufacturing industry. All cannot rush into one calling like that of agriculture. Every man has some qualifications which are his best and highest, which are most useful to others and consequently most productive of general benefit. It is surely an error for a man to be toiling at things in which he has acquired no skill, although he may be ever so willing. This applies to all, whether they be newly arrived or are part of ourselves who are resident here.

It is true that people often emigrate with the feeling that all old habits must be abandoned, and that they are going to a new country to work at whatever may be required; they are willing in fact to make raw material of themselves to be re-shaped and refitted to new circumstances. But this enthusiasm to do *anything* is a mistake, and is soon damped by the discovery that this country is only a repetition in most things of what they have left behind. They find trade, and manufactures, and navigation, and agriculture, in fact nearly all the departments of industry in full work; and they discover too that specific qualifications are required here as much as at home. This is the first shock to their pre-conceptions of Canada, and the next is that they have to seek employment as they have been accustomed to do in England, and in some departments of industry in the midst of competition that they little dreamed of; and all this difficulty arises because we have no organized system of bringing capital and industry into contact with each other.

The truth becomes gradually evident that although this country is

more recently inhabited than Great Britain, it is working after the same pattern, and the newness is only to be seen in the wilderness which we still possess, in the imperfect agriculture, in the undeveloped mines, and the slight knowledge that many possess of the country that is to be their future home. The chief subject of anxiety that presses upon the new comers is that of their own prospects, all however, that they can discern is an Immigration Agent, and Immigration Societies, ready to plant them on wild land, or amongst the farmers; and minor places of information and aid, that are themselves institutions of benevolence or even of charity. This to the new population flowing in is a cause of deep, if not lasting, anxiety. They have heard that they were wanted, that there was room for them, nay more, that prosperity awaited them, but the exact opening for the individual, who is all the world to himself, is not so easily seen.

Now the truth is, all the while, that employers exist here in abundance, farmers are restrained from cultivating the lands they possess for want of able and willing hands, and in almost all departments of industry commonly found in cities there is room for more, and many manufactures would spring up and flourish if the qualified skill could be found. The two great classes, the employer and the worker, the two great elements, capital and labor, are side by side, but they so exist as masses and in that state cannot combine; there is a process required of dividing and sorting and distributing; the ironfounder who needs moulders cannot in their place receive dry-goods clerks or printers, nor can the proprietor of a newspaper, who requires compositors, accept a ploughman or a shepherd, nor the farmer thrive with the aid of working jewellers and cotton spinners. Political economists write about supply and demand adjusting each other mutually, as though such things were fluid, and by some law of nature flowed together and became level. This doctrine will only be realised as a truth when the supply and demand become cognizant of each other, not in mass but in minute detail, for thus and thus only do they ever flow together and neutralize and satisfy each other, and to accomplish this great result is the object we have in view.

The case is very different in all matters of trade and commerce, they have had their organizations as far back as the light of history shines even dimly, always seeking to expose supply and invite demand. In the first place our towns and cities are themselves great hives and

marts for manufactures and commerce, and the purchaser of goods resorts to them as such. There we have special streets, some almost wholly devoted to wholesale trade, and others equally full of retail stores, hence it is easy to enter the very heart of trade without making one false step or losing one moment of time. Further than this all our goods are sorted into different classes such as hardware, groceries, dry goods, &c., and some of these sub-divided as hosiery, carpet stores, and so on as departments and specialities in woven fabrics. Besides, every store has not only a signboard but a display of samples in its windows, so that those who cannot read may find them with ease. Even in the interior there are fittings arranged to keep all in order, and every individual article is in its proper class or package. All this is done to facilitate trade, and no one remains unsatisfied, whatever may be his wants, if supply exists at all.

Now we are not buyers and sellers of goods only, for every man who lives by his own industry sells his skill and labor to others who purchase it because they need it. When we speak of labor in this sense it does not mean mere hard work, for all professional men, however varied and valuable their attainments, sell their services to others and receive compensation for the same. The manager of a bank, the chief engineer of a railway, or the principal of a university are in the same category as the weaver, the blacksmith, the sailor or the navy.

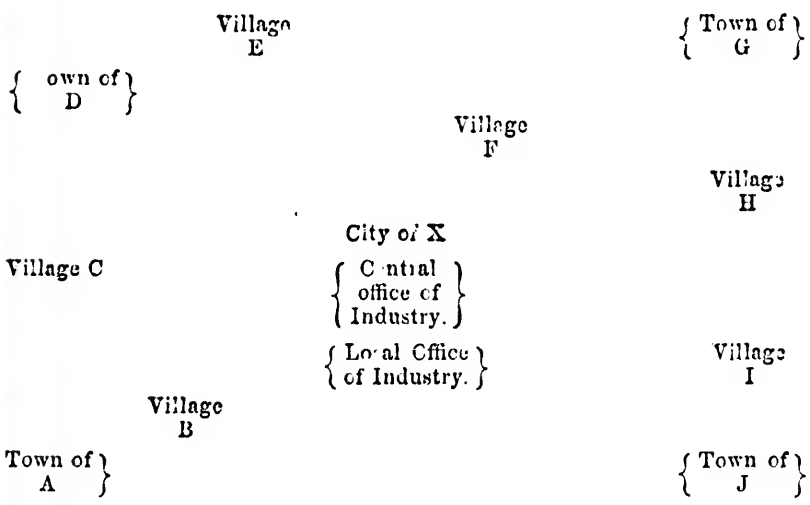
Goods may be placed in warehouses and stores but men cannot be thus dealt with, they are in their homes or moving around as living beings must, but they may be represented in writing, and from that may be approached personally when they desire to meet each other. If we could see in classified form all the skilled labor of a Province, presenting itself to purchasers, it would be the same as classified goods; and further, if we could see both the supply and the demand side by side, not in mass but in its ultimate sub-divisions, we should have a view of our whole industry nationally, and could perceive in what we were lacking, and in what there was superabundance like the dead stock in merchandise. When supply and demand know of each other's existence and can approach directly they are sure to come together, for it is the desire and interest of both, but without any system for accomplishing this great object men may rub shoulders in walking in the street and pass on, while each is anxiously trying to find the other, and both would be benefitted by the discovery.

The simple register office for maid servants has long since proved the value of a system of placing names and addresses on record in an emporium, or centre, to which others may resort. This practice was introduced many years ago, and instantly abolished and superseded all other modes of seeking to bring the mistress and the maid together. But the whole plan has been marred by the voluntary competition of many, instead of a concentration of all. This is the case also with other places or offices where supply and demand may seek to come in contact, for we have Homes of different nationalities, and Young Men's Associations, and various clubs all making fractional efforts, and therefore accomplishing almost nothing, and what is worst of all presenting no centre in any one place to which all employers could resort, no emporium or grand reservoir of industry even for one city, much less for a large district or a whole Province. These fractional efforts embrace but few callings, and their localities are utterly unknown to any but the settled inhabitants. Centralization is absolutely necessary, and to embrace all kinds of industry equally so; it is one of those things in which competition is inadmissible and destructive. Like the Post Office it must be one machine, composed of many parts, and therefore, like it, must be in the hands of the Government.

In order to illustrate a system which might apply to a large area of country an imaginary plan is laid out over leaf containing a City, marked X, and some Towns and Villages indicated by the letters A B C D E F G H I J. There is a Local Office in the City, and in each of the Towns and Villages, and in the City there is also a Central Office into which all the information is to be gathered from the Local Offices; there it is to be posted or classified. The Central Office is to be the means not only of collecting into one centre a picture of the supply and demand scattered in the Towns and Villages, but is to perform the function of communicating with each or all of the local offices so as to make known the supply and demand to each other.

The registration of supply and demand is simply like a *Dr.* and *Cr.* account in a ledger, whether at the Local Office in a Village, or in the Central Office in a City. The pages which follow show first the Registers in the Local Offices, without the details of names and addresses which are not necessary in an illustration.

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TOWN OF A ———		VILLAGE OF C ———	
OFFICE OF INDUSTRY.		OFFICE OF INDUSTRY.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
2 Watchmakers	2 Coppersmiths.	2 Choppers.	6 Farm hands.
3 School teachers.	3 Servant-men.	1 Carpenter.	1 Dry goods clerk.
1 Banker's clerk.	4 Millwrights		1 School Teacher
6 Dry goods clerks.	2 Plumb rs.		3 Boys for Farms.
	1 Tinsmith.		
	1 Painter.		
	2 Gardeners.		

VILLAGE OF B ———		TOWN OF D ———	
OFFICE OF INDUSTRY.		OFFICE OF INDUSTRY.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	4 Farmer's men.	2 Dry goods clerks	4 Moulders.
	3 Farm r's boys.	1 Book-keeper.	1 Pattern-maker
	1 Blacksmith.	1 Teamster.	3 Servant-men
	6 Tanners.	3 Masons.	1 Wheel-wright.
			2 Garden rs
			2 Gas fitters.

VILLAGE OF E ———		TOWN OF G ———	
OFFICE OF INDUSTRY.		OFFICE OF INDUSTRY.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
1 Photographer. 1 Tinsmith. 4 Bricklayers. 3 Cloth weavers. 1 Metal-turner.	2 Carpenters. 1 Book-keeper. 1 Blacksmith. 3 Masons. 12 Farm hands. 4 Farm boys. 1 School Teacher. 1 Dry Goods Clerk	4 Farm boys. 3 Dry Goods Clks. 2 Storemen. 2 Gasfitters. 2 Book-keepers.	3 Servant-men. 2 Carpenters. 1 Proof Reader. 2 Compositors. 5 Cheese makers. 2 Wool carders. 2 Moulders. 1 Photographer. 6 Cloth weavers.
VILLAGE OF F ———		VILLAGE OF H ———	
OFFICE OF INDUSTRY.		OFFICE OF INDUSTRY.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	17 Farm hands. 50 Navvies. 2 Teamsters. 6 Masons. 4 Carpenters.	1 Plumber. 2 Choppers. 1 Teamster. 2 Cloth weavers. 1 Mason.	4 Farm hands. 2 Millwrights. 2 Bricklayers. 2 Carpenters. 1 Dry Goods Clerk. 1 School Teacher.
VILLAGE OF I ———		TOWN OF J ———	
OFFICE OF INDUSTRY.		OFFICE OF INDUSTRY.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
1 Teamster.	12 Farm hands. 4 Farm boys. 1 Waggon maker	1 Millwright. 4 Cotton spinners. 2 Moulders. 2 Book-keepers.	2 Metal turners. 2 Brass finishers. 16 Cloth weavers. 3 Men-servants. 3 Plumbers. 1 Moulder. 4 Carpenters.

CITY OF X ———
OFFICE OF INDUSTRY.

SUPPLY.	DEMAND.
16 Dry goods clks.	3 Blacksmiths.
7 Book-keepers.	8 Servant-men.
2 Carpenters.	4 Millwrights.
3 Bricklayers.	6 Moulders.
4 Navvies.	12 Cotton spinners
3 Servant-men.	4 Plumbers.
1 Tinsmith.	6 Metal turners.
2 Copper-smiths.	20 Masons.
2 Storemen.	2 Book-keepers.
4 School teachers	1 Bank clerk.
4 Wagon build's	2 Dry goods clks.
	3 Gas-fitters.
	4 Copper-smiths.
	1 Photographer.
	14 Carpenters.
	2 Storemen.
	4 Compositors.
	5 Brass-finishers.
	7 Plasterers.
	6 Cabinetmakers.
	4 Car'ge Builders.
	4 Painters.

It must be obvious to the reader that only a few out of the many occupations in life are represented in the last few pages. To give an example of a system is all that is intended, and not a complete list of trades, which would contain several hundreds of different pursuits.

The information in the Local Offices would serve to adjust the supply and demand in the locality, so far as the items of supply met and satisfied the items of demand, and in this way would always be of constant value. Not only in our thriving towns are people unknown to each other who would become buyers and sellers of labor if

they met, but even in villages this is the case.

The local office in a city would in this way be very largely used as all would resort to it as a centre in which supply and demand would meet in a classified form. The advantage of one large office under the Government would soon be felt, for it would be the one point only to which employers would go, while now, in this City of Montreal, for example, there may be twenty or thirty or more places, all trying to act as centres for some class of industry. The little hope that exists of accomplishing anything material at these small centres deprives them both of spirit and system.

We have now to look at the same items in a classified form in the Central Office. Of course it must be understood that a very small sample is given under each heading as posted from the previous entries in the City of X, and the towns and villages. The headings of trades, such as bank clerks, book-keepers, and so on, would in reality, in the Central office, be titles of separate books, each devoted to a trade, and these books would be ranged in alphabetical order, with the name of the trade on the cover and back, so as to be convenient for reference.

CENTRAL OFFICE OF INDUSTRY.

BANK CLERKS.		BOOKKEEPERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
1 Town of A—	1 City of X—	1 Town of D—	1 Village of E—
		2 Town of G—	2 City of X—
		2 Town of J—	
		7 City of X—	

BLACKSMITHS.		BRASS FINISHERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	1 Village of B—		2 Town of J—
	1 Village of E—		5 City of X—
	3 City of X—		

BRICKLAYERS.		CHEESE MAKERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
4 Village of E—	2 Village of H—		5 Town of G—
3 City of X—			

CARPENTERS.		CHOPPERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
1 Village of C—	2 Village of E—	2 Village of C—	
2 City of X—	4 Village of F—	2 Village of H—	
	2 Town of G—		
	2 Village of H—		
	4 Town of J—		
	14 City of X—		

CABINET MAKERS.		CLOTH WEAVERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	6 City of X.	3 Village of E.	6 Town of G.
		2 Village of H.	16 Town of J.

CENTRAL OFFICE OF INDUSTRY—Continued.

CARRIAGE BUILDERS.		COMPOSITORS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	4 City of X.		2 Town of G. 4 City of X.

COTTON SPINNERS.		DRY GOODS CLERKS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
4 Town of J	12 City of X	6 Town of A 2 Town of B 3 Town of G 16 City of X	1 Village of C 1 Village of E 1 Village of H 2 City of X

COPPERSMITHS.		FARM MEN.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
2 City of X	2 Town of A 4 City of X		4 Village of B 6 Village of C 12 Village of E 17 Village of F 4 Village of H 12 Village of I

FARM BOYS.		GASFITTERS	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
4 Town of G	3 Village of B 3 Village of C 4 Village of E 2 Village of I	2 Town of G	2 Town of D 3 City of X

CENTRAL OFFICE OF INDUSTRY—Continued.

GARDENERS.		MASONS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	2 Town of A — 2 Town of D —	1 Village of H — 3 Town of D —	3 Village of E — 6 Village of F — 20 City of X —

METAL TURNERS.		MOULDERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
1 Village of E —	2 Town of J — 6 City of X —	2 Town of J —	4 Town of D — 2 Town of G — 1 Town of J — 6 City of X —

MILLWRIGHTS.		NAVVIES.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
1 Town of J —	4 Town of A — 2 Village of H — 4 City of X —	4 City of X —	50 Village of E —

PAINTERS.		PHOTOGRAPHERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	1 Town of A — 4 City of X —	1 Village of E —	1 Town of G — 1 City of X —

PATTERN MAKERS.		PLASTERERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
	1 Town of D —		7 City of X —

CENTRAL OFFICE OF INDUSTRY—Continued.

		PLUMBERS.		SCHOOL TEACHERS.	
DEMAND.		SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
Village of E— Village of F— City of X—		1 Village of H—	2 Town of A— 3 Town of J— 4 City of X—	3 Town of A— 4 City of X—	1 Village of C— 1 Village of E— 1 Village of H—
		PROOF READERS.		SERVANT-MEN.	
DEMAND.		SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
Town of D— Town of G— Town of J— City of X—			1 Town of G—	3 City of X—	3 Town of A— 3 Town of D— 3 Town of G— 3 Town of J— 8 City of X—
		STOREMEN.		TINSMITHS.	
DEMAND.		SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
Village of E—		2 Town of G— 2 City of X—	2 City of X—	1 Village of E— 1 City of X—	1 Town of A—
		TEAMSTERS.		TANNERS.	
DEMAND.		SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
Town of G— City of X—		1 Town of D— 1 Village of H— 1 Village of I—			6 Village of B— 2 Village of F—
		WAGGON BUILDERS.		WHEELWRIGHTS.	
DEMAND.		SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
City of X—		4 City of X—	1 Village of I—		1 Town of D—

CENTRAL OFFICE OF INDUSTRY—Continued.

WATCHMAKERS.		WOOL CARDERS.	
SUPPLY.	DEMAND.	SUPPLY.	DEMAND.
2 Town of A—			2 Town of G—

Having illustrated what has to be done in books, we come next to Black Boards which will be present in every office open to the inspection of the public. These boards would be small or large, few or many according to the magnitude of the business transacted. In a village such as A., it would have the titles of trades or occupations in print on cards to be fixed on at pleasure according to requirement (a complete stock being kept on hand for the purpose) followed by figures to the right, written in chalk from time to time as things changed, thus—

	Supply.	Demand.		Supply.	Demand.
Banker Clerks.....	1	0	Plumbers.....	0	2
Copper-smiths.....	0	2	Servant Men.....	0	3
Dry Goods Clerks....	6	0	School Teachers....	3	0
Gardeners.....	0	2	Tinsmiths.....	0	1
Millwrights.....	0	4	Watchmakers.....	2	0
Painters.....	0	1			

In the Central Office almost all trades and occupations would appear in columns with the numbers in chalk indicating the supply and demand for the whole Province, thus—

	Supply.	Demand.		Supply.	Demand.
Bank Clerks.....	1	1	Metal Turners.....	1	8
Blacksmiths.....	0	5	Millwrights.....	1	10
Bookkeepers.....	12	3	Moulders.....	2	13
Brass Finishers.....	0	7	Navvies.....	4	50
Bricklayers.....	7	2	Painters.....	0	5
Carpenters.....	3	28	Pattern Makers....	0	1
Cheese Makers.....	0	5	Photographers.....	1	2
Choppers.....	4	0	Plasterers.....	0	7
Cabinet-makers.....	0	6	Plumbers.....	1	9
Carriage Builders....	0	4	Proof Readers.....	0	1
Cloth Weavers.....	5	22	School Teachers....	7	3
Compositors.....	0	6	Servant-men.....	3	20
Cotton Spinners....	4	12	Storemen.....	4	2
Coppersmiths.....	2	6	Tamsters.....	3	0
Dry Goods Clerks....	27	5	Tinmiths.....	2	1
Farm Men.....	0	55	Tanners.....	0	8
Farm Boys.....	4	12	Waggon Builders....	4	1
Gardeners.....	0	4	Watchmakers.....	2	0
Gaflters.....	2	5	Wheelwrights.....	0	1
Masons.....	4	29	Wool Carders.....	0	2

From these Black-boards in the Central Office, reports can be sent to the Minister of Immigration, shewing him what classes to invite to Canada and what others to deter from coming. To allow all to come that wish is to have our surplus industries, which already press upon us, increased to a heavy burden, tending neither to our prosperity nor to that of the new comers. Nothing is more important even to ourselves, if no immigration occurred, than to have a clear light thrown on the subject of why it is so many find it difficult to discover a field for their exertions, and why others are stunted in their prosperity as employers, either on farms or in cities, by the want of adequate help or by the high rate of wages.

That things are out of balance and unadjusted is sometimes made evident by some startling incident. In the "Witness" for example, a few days since, there were two advertisements inserted by the same advertiser, the one for a music teacher capable of instructing young children, and the other for a housemaid. To the first, immediate replies came in, numbering no less than fifty-two, to the other at the end of a week there was no response. Such a state of things could not possibly exist if we had a continual index shewing the proportion of supply to demand. If there be two thousand more music teachers in Canada than are needed, surely it is better that they should know it and turn their attention to something else, but instead of this more are continually arriving from Great Britain in the hope of finding a field for their abilities. Again, another painful fact has shown itself, for want of a Central Office, with its black boards, in Chicago. It has been generally known that the city has been half destroyed by fire, and it has been supposed by mechanics elsewhere that there was work for them to rebuild it, consequently they have rushed to it without guidance or knowledge, and are so numerous that the supply is greater than the demand, and they are pawning their tools to buy bread.

Thus we work in the dark, and where prosperity might be continuous we are subject to continual anxiety and to errors of movement to our serious loss while acting to the best of our judgment. We have undoubtedly a large surplus among us of clerks of various kinds, and of men of education without trades willing to be clerks; they continually seek for employment and make interest with their friends who try often to get them into Government situations: but if they could once see the faithful picture on the black board of their own enormous

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would appear
and demand

ply.	Demand.
1	8
1	10
2	13
4	50
0	5
0	1
1	2
0	7
1	9
0	1
7	3
3	20
4	2
3	0
2	1
0	8
4	1
2	0
0	1
0	2

surplus number, they would resolve no longer to live so hopeless a life ; they would turn their thoughts to other things, and in this the black board would be their faithful guide and friend, for they would see there in what occupations there was demand beyond the supply, and would select occupations that they might feel able to learn and work at.

Another important office would also be fulfilled by the black board, for it would be a guide to all parents in selecting trades or occupations for their children. Now they have no guide but the fancy or choice of the youngster, and may be adding to an industry already full to a large degree of surplus, but with a real positive knowledge of what was wanted, and the opposite knowledge of what already was too full, they could select to the advantage of their children for their whole life, and this would also be the advantage of the nation at large.

The same rule applies to employers, they also would know what they could undertake without embarrassment for want of help. Often new trades could be started with success if it were only known how many qualified hands could be had in the country to carry it on, which would greatly increase our national wealth. On the other hand, enterprises are begun without the chance of fair progress for the want of sufficient numbers to work at it. There may be enough in the country, but no one knows it ; and the few that are obtained demand wages out of all just proportion to the average rate for other industries. If in a trade or manufacture already in operation in some one or two cities a capitalist desires to invest by building a new factory, he is at once at a loss for a fair chance to fill up his workshops with the proper number, and as a consequence, he offers higher wages to men in other factories, and entices them away. What else can he do ? He cannot call out those who are hidden away in nooks and corners, buried in other and less profitable callings. But with the blackboard of the Central office he can elicit all that there is, and if that does not suffice, he knows that the Minister of Immigration will set forth the wants of Canada, and invite those for whose labor there is a ready market.

What has been set forth as tabulated, merely shows the forms to be adopted, and the system as one of centre and branch offices. It cannot, of course, pretend to give a picture of the real state of things ; for no man knows this, or ever will know it, unless the plan is put into practice.

That all the details of the workings can be perfected in design by

mere thinking, no practical man will for a moment expect, for in all new undertakings some experience must be had. To show, however, in some degree, what the operations would be, we will suppose things to stand as indicated in the preceding pages. Take the Report from the town of A. as sent to the Central office at the city of X. There is no local demand at A. for the supply in that place, consequently it is the business of the Central office to send the information as to where it exists, if there be any anywhere at all. This is done by a form showing the general state of things on the Central blackboard, and specific instructions as to what to do; thus—

To Town of A.	State of Market.		For Demand, write to
	Supply.	Demand	
Watchmakers.....	2 ..	0	
School Teachers.....	7 ..	3	C _____, E _____ & H _____
Bank Clerks.....	1 ..	1	X _____
Dry Goods Clerks.....	27 ..	5	C _____ E _____ H _____ & X _____

NOTE.—There being no demand at all for watchmakers on the Black-board of the Central office, nothing can be done but to show that fact.

We now turn to the Demand side at the town of A., there being no local supply to meet it, and send similar instructions; thus—

To Town of A.	State of Market.		For Supply, write to
	Supply.	Demand	
Coppersmiths.....	2 ..	6	X _____
Servant-men.....	3 ..	20	X _____
Millwrights.....	1 ..	10	J _____
Plumbers.....	1 ..	9	H _____
Tinsmiths.....	2 ..	1	E _____ & X _____
Painters.....	0 ..	5	
Gardeners.....	0 ..	4	

In this manner the parties would be placed in a position to communicate with each other, and would arrange their own affairs. To prevent a too long continuance of any name on the books, and also to defray the expenses of the institution, a fee of 25 cents would be charged for every entry, and this entry would stand good for a certain number of days,—the exact number experience would soon determine. It might be fixed, in the beginning, at 14 days, at the end of which time the entry would be crossed off, unless renewed by another fee. But when it is considered that parties would be placed in a position.

in one or two days at most, and sometimes in as many hours, to find each other, there would be no necessity for many days' appearance of any item of either supply or demand. The parties seeking work in a city would often find it at once if demand existed in the same place, and the 25 cents would be the whole charge; but in the branch offices there would be second fees for communicating with other offices, according to the instructions received from the Central office. This is but reasonable; for a man may well expect to pay less for guidance within a town or city than when he is at a distance perhaps of a hundred miles from the point where the market lies for him; for he knows that he might spend 10 or even 100 dollars in travelling, and then return disappointed, if no official machinery of such a kind existed for his guidance and benefit.

With supply and demand brought together, we should have a sudden and marvellous increase of prosperity and a universal satisfaction. Men would earn wages almost universally and incessantly, and would be sound and good customers to all parties in business. It would, besides, regulate wages to a proper level, for neither master or man would be ignorant of the state of the market; and again, young men would be able to select occupations with their eyes wide open to their prospects. The invitation to emigrants would be upon a sound basis, and they would find themselves comfortably off almost as soon as they could get ready to work.

Even our surplus industries would see their true position and convert themselves into something else, or go to some other field. The United States would, of course, reap the benefit in part of our system, for they would resort to us for those whom we could not employ, or that we could not pay as highly as they would, and this would open a field for inviting more immigrants; thus benefitting our kith and kin on the other side without hurting ourselves. It is more than likely, however, that the States would follow our example, and in each State have a Central office with its blackboard, thus showing the true state of things there, and preventing that delusion which often draws off our people, only to suffer disappointment. Universal work, and universal earning, and universal prosperity of agriculture and manufactures, would exorcise a thousand phantoms of evil, and render us a contented people, able to support an ever-increasing addition to our population, able to pay taxes, and able also to carry out those public im-

improvements which are necessary to our national stability and future greatness.

I have said nothing about the labor of women, simply because in explaining a system it is not necessary, but nothing is more important than to place them in possession of the facilities and opportunities that men would enjoy. They should have their share of the benefit by a female department in every office, and blackboards devoted to them alone. Much is said, much written, and many lectures delivered on the subject of employment for women; but all this is as useless, practically, as a passing cloud. We must find all the demand there is for them, and show them by it in what they should try to qualify in order that they may be useful. Equally wholesome would it be for them also to see that they cannot guess at what to do, or they may find themselves like the fifty-two applicants to the advertisement in the *Witness*. We ought to *know positively* what demand there is, and for whom, and be able to encourage and guide them aright into such occupations as they can fulfil. Generalities serve no purpose whatever either for men or for women; we have to come down to the single individual, and to know how to dispose of him or of her, as the case may be. We have a great deal of benevolence in our midst, and a great deal of charity,—far too much of both. Let us make all useful and independent by their own exertions, and the charity will not be needed, nor its depressing influence felt. All the elements of prosperity exist in Canada, and the only thing necessary is a system of bringing them together, so as to produce the desired result.

