

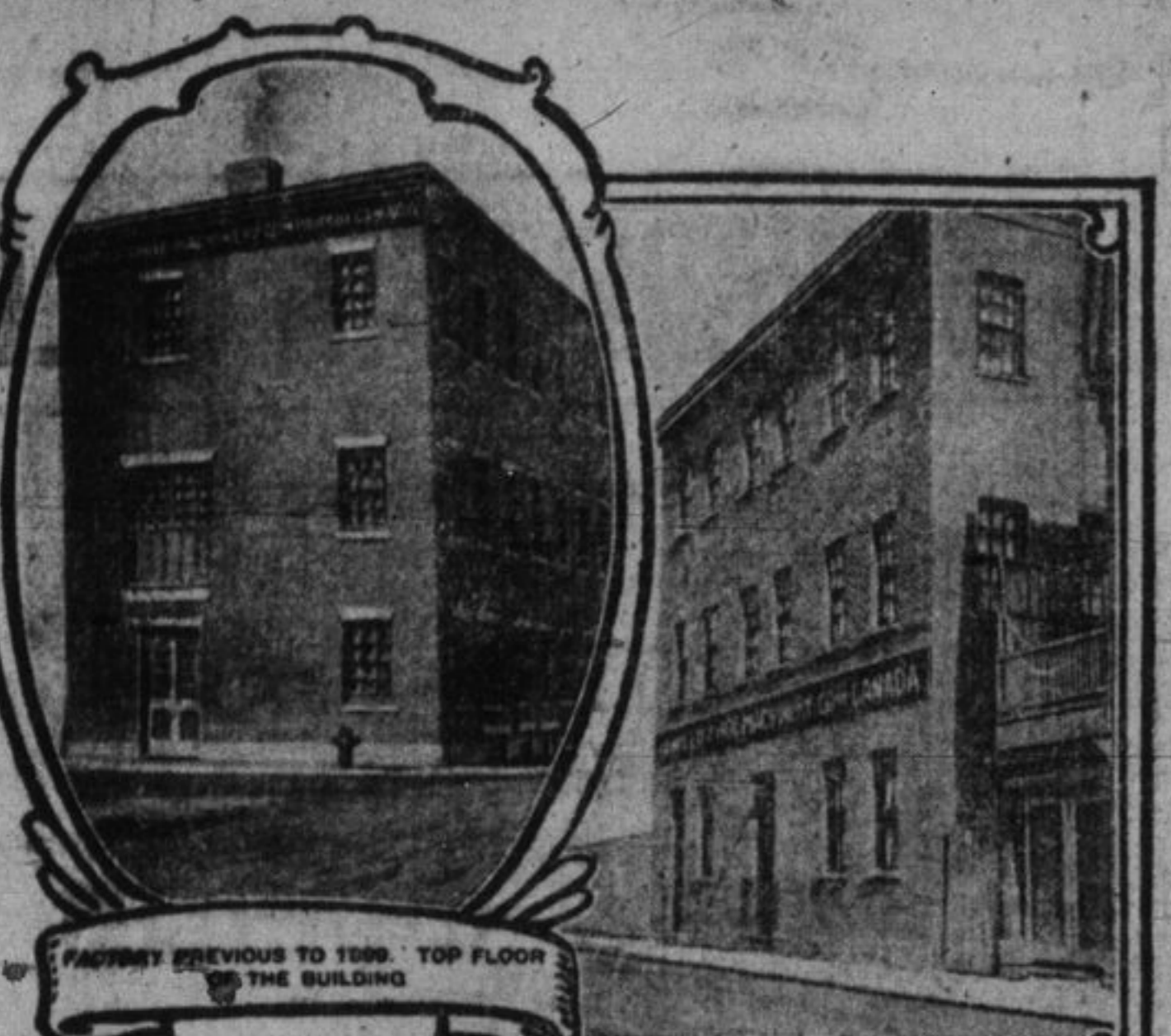
# MAKING FINE SHOES IN CANADA.

## WONDERFUL PROGRESS OF THE INDUSTRY IN PAST TEN YEARS.

Products That Compare Favorably With the Best Produced in Other Countries—Remarkable System of Machines Now Used—Interesting History and Estimate of an Important Industry—HOWLAND E. WATSON, in October Issue of Canadian Magazine.

Have you ever watched a shoe in the making? Have you travelled from one intricate mass of cane and levers to another, and so on down the long line of machines, performing seemingly impossible operations, with an accuracy and dispatch that almost passes understanding? If you have never done so, take time to hold on the first opportunity, for every operation performed by these machines has something to do with your comfort, your pocketbook or your vanity.

The Canadian boot, like good wine, "needs no bush." Its reputation is firmly established. Upon any equitable basis, it will at the present time bear favorable comparison with the best produced in any other country. The enterprise of Canadian manufacturers and the constantly increasing skill and efficiency of Canadian labor



make the boot and shoe industry loom large on the country's commercial horizon. All of these things are matters of common knowledge, but of the complexities and travail from which this great industry has arisen, of the unique and particular advantages and conditions which have favoured its marvelous growth during the past ten years, as well as the remarkable and efficient machines which form the equipment of factories making high-grade boots, little or nothing has been written.

Other industries have their marvelous machines, the modern loom, the Linotype, the Monotype, and various automatic machines now in use excite your wonder and admiration, but here you have a whole system of machines, many of them as intricate and as finely adjusted as a watch, performing with marvelous accuracy operations which, but a short time ago, were thought to be impossible through any other medium than the human hand. Each fills exactly its place in the general scheme, constantly preparing for operations that are to follow, for in the making of a high-grade shoe, there are no really minor operations. Some of the operations may seem to be less important than others, but if you watch carefully the work of succeeding machines—in their sequence you will find the inaccurate work of a single machine, like the intricacies of a single generation, if not discovered, is visited upon each of the machines which follow until the completed product emerges a pariah among its fellows and scornfully known among shoemakers as a "bat," a "crab," or a "cripple."

Fortunately, this now seldom occurs, for there is no system of machines in the world so finely adjusted to each other's requirements and which receive such constant and expert attention. No other aggregation of machines meets and successfully copes with so many and such variable conditions; different sizes, shapes, qualities, and never-ending procession of styles, are made on one set of machines. It is here that we touch the very foundation upon which the shoe industry has been built up and advanced as in no other period in its history, for it is but a comparatively short time since conditions were decidedly different, when there was no system of machines, as the term is

from the sea of trouble in which it found itself. Such was the state of affairs when, in 1859, the United Shoe Machinery company, of Canada, was formed, an event which undoubtedly transcends all others in the history of an industry, which, in its evolution from the purely hand-process and implements of only half a century ago, has passed through many revolutions, many of them almost spectacular in character.

The United Shoe Machinery company, of Canada, established its factory and offices in Montreal. It secured some of the best machines then in use for fastening the soles and heels to boots and finishing them. It improved them. It invented or purchased others to fill in the gaps for which there was no machine. It harmonized their action, adjusting them to each other's requirements until it had a system of machinery for attaching the soles to shoes, as shown in making the very high-grade type of boot known as the "Goodyear welt," which is truly marvellous. All of this was accomplished only at the expenditure of much money and untold effort. But it did more than supply machines. It kept them in working condition. It established branch offices in Quebec and Toronto. It maintained in each office a supply of machine parts in order that any mishap to a machine might be readily repaired. When it is stated that this company, in the regular routine of its business makes over 83,000 different kinds of machine parts, varying from a machine base, weighing over a ton to the most minute machine screw, the magnitude of this undertaking can be readily comprehended.

More than this, the company maintains in each of its branch offices, a corps of men who are not only expert machinists, but expert shoe-makers, as well—men competent not only to repair machines, but to teach their operation and give expert advice. This corps of men is placed at the disposal of its patrons by the company. If any office of the company is notified of a mishap, a man is immediately sent to take care of it. The vexatious delays and the losses which beset the trade so short a time ago have disappeared. Each one of the company's patrons, be he large or small, knows that he is entitled to the same service, that his competitor receives. It seems to have been a cardinal principle in the building of the company's business to play no favorites and the sincerity of the company's efforts is apparently never questioned by its customers.

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But in any case the shoe manufacturer was not only obliged to meet the terms upon which the machine was ordinarily placed in Boston, but to pay such customs charges as were levied against it, and all the expenses of the expert usually sent from Boston to set up the machine and teach its operation from the time he left Boston until he returned. Under these conditions it is not surprising that the boot and shoe manufacturing industry of Canada advanced but slowly. Many manufacturers preferred to cling to such primitive means as the awl, waxed ends and hammer—shocking implements as old as the Egyptian temples—operating only such machines as seldom required adjustment or attention, rather than submit to the vexatious and losses which attended the use of improved machinery and methods even then available, but only on the conditions as set forth.

It was a crucial period in the history of the industry. Foreign manufacturers operating under more favorable circumstances found in Canada a ready and even eager market for their surplus productions. The industry was anxiously awaiting the advent of a Moses to lead it safely

ly increased prosperity of the shoe industry—that it is acting in restraint of trade. Fortunately, these accusations do not come from the company's patrons, who apparently are well satisfied with present conditions, but from competitors of the company, some supplying but single machines, none with more than a small number of machines for performing operations widely divorced and therefore lacking every essential advantage which comes from the work of machines in a closely adjusted system. Promoters of these machines have naturally found but little demand for what they had to offer.

The charges are, however, based upon the peculiar conditions under which shoe manufacturers obtain their equipment of machinery—conditions which are probably without a parallel in any other branch of industry, for the boot manufacturer is not obliged to purchase his equipment of machinery, he can lease it. Many of the machines he can purchase outright if he so desires, some of them are only leased in factories on lease, in which case the owner of the machines carries the risk in some small degree in the saving which this machine makes in the shoe-making process. This is the so-called royalty system, a method of placing machinery as old as shoe machinery itself and a condition originally imposed by the manufacturers of shoes and closely adhered to in most instances even now.

This royalty plan has been a factor of the most supreme importance in building up the industry. It is related that Gordon McKay, one of the earliest builders of shoe machinery, was in vain to sell his earliest machine to shoe manufacturers, while acknowledging the efficiency of the machine and the undoubted saving their adoption would make in their business did not have the money to pay the moderate price for which he offered them, or, in some instances, lacked faith in the future of making shoes by the machine. In his desperation, McKay made several unavailing efforts to sell his business, including all rights in the machinery, and finally evolved the scheme of placing them on a royalty, when they were eagerly accepted by manufacturers of shoes, many of whom became wealthy through their use.

McKay formulated a lease which manufacturers using his machines were required to sign. The provisions of this lease were no more onerous than those which the average householder is required to sign. The shoe industry is familiar with them, for practically every essential machine of shoe machinery has been obliged to follow the custom established by McKay about fifty years ago.

In some instances the manufacturer pays a small sum for each shoe on which the machine performs its part of the work, in others, the shoe machinery company places the machine in the factory of the manufacturer without charge, and gets its return from the material used in connection with it, such as wire, nails, laces, etc.; it being agreed that only material supplied by the company shall be used and that a slight increase over the market price shall be charged. Even in the periods when the price of metals was greatly enhanced, this company has found a way to maintain a very nearly even price for such materials, and has never increased the price charged to manufacturers.

The average rate of royalty, direct and indirect, which this company now receives on all classes of shoes is less than two and one-fifth cents per pair. On some grades of shoes it is but three-quarters of a cent per pair, and the highest paid on the highest grade of Goodyear Welt shoes, the best which can be bought, is only six cents. Very few shoes pay a royalty as high as this, and the majority of shoes made in Canada pay a royalty of only a cent and a half a pair. In any case the return paid for the use of machinery cuts no figure in the retail price. Out of this small sum the com-

pany pays the whole cost of manufacturing machinery, developing and purchasing new ones of invention, in short, the entire expense of conducting its business.

Under this, the royalty system, a shoe manufacturer can start in business with a modest capital, and, although shoes are made on a close margin of profit, the capital being in liquid form can be turned over several times a year, thus giving the manufacturer a substantial profit on the total volume of business, while giving the consumer the benefit of the narrow margin of profit on each pair of shoes. There is no other industry of any consequence of which this is true. The manufacturer of textiles, before beginning business, has to install a complete equipment of machinery, at a cost which is prohibitive, except to concerns of very large capitalization. The industry is thus concentrated in very few hands, while the industry of making shoes is divided among different concerns of varying size, and competition is made almost inevitable by the system under which any manufacturer, no matter what his relative importance may be, can get his machinery on terms as advantageous as those obtained by

his most prosperous competitor. Instead of worrying about the depreciation of his machinery, he knows that he is on equal terms with every other manufacturer and that he can confine his attention to the manufacture and sale of shoes, keeping practically all his capital in quick assets.

It is under these conditions that the shoe industry has advanced most rapidly. The small amount of capital required to obtain such a remarkable equipment of machines has made it possible for many shoe manufacturers, who are now, to enter business on their own account, who, under different conditions, would have been debarred from doing so. It is for this reason that many young men now growing up in the industry regard with slight favor any suggestion that will tend to change these conditions, believing that if the manufacturer is compelled to purchase this machinery outright, it will tend to build up a monopoly in the manufacture of shoes among those who can control the immense capital which would be required.

The United Shoe Machinery company of Canada has never attempted to monopolize the production of shoe machinery. In the factories of many of its customers the machines of its competitors are running with those of its own production; in fact, there are whole departments in which there are few, and in many cases no machines supplied by it. There is nothing in the agreement between the manufacturers and the company to prevent such a condition.

It is thus that the boot and shoe industry of Canada has advanced through discouragements and difficulties to the proud distinction of being the sixth in importance in the dominion, at the last census. What the figures of the census now in progress will disclose is a matter of much interest to those actively engaged in the making of shoes. That the industry has continued its remarkable progress is best shown in the ever-improving quality of the goods produced and the attention which the product of Canadian factories is attracting in the markets of the world.

Of the future—who shall say? It is difficult, particularly for those engaged in the industry, to believe that the trend of public affairs and policy should point to a return of the troublesome conditions from which the industry has so recently emerged; but only the destiny which shapes the ends of industries can answer.

**Drugs and Minims.**  
Drops vary in size according to the conditions under which they are produced. Some are large and some are small, some long and some short. The drop of the druggist is called a minims and is used to make a pint of fluid ounce and 480 to make a gallon. An actual experiment in filling a one ounce measure will probably show that 400 drops make a fluid ounce. The average drop is 20 per cent larger than the minim.

**A Colony Maker.**  
Mr. Algernon Edward Aspinall, secretary of the West India Committee in London, who is about to visit Canada, is one of an energetic coterie of Englishmen of affairs who are making exceptional efforts to improve the trade conditions of the British West Indian Islands. Mr. Aspinall has held official position in several of the West Indian colonies. He is in his fortieth year, and is a man of peculiarly energetic temperament. His favorite recreation is mountain climbing and walking in Switzerland, and he is not satisfied if he cannot break time records whether in walking or climbing. When he returned to England from the West Indies he deliberately set out to work up a West India advancement party, and he threw into the work all the energy which had made his name famous in the Alps. He first published a pocket guide to the West Indies which at once resulted in a marked increase in tourist travel from England, and he has since been active in the organization having the welfare of the British West Indies at heart. In 1888 he was elected secretary to the West India Committee, and shortly afterwards was appointed secretary of the West India Club. About the same time he was elected a member of the council of the British Cotton Growing Association. A favorite project of Mr. Aspinall is a sort of commercial union between the whole of the British possessions on this side of the Atlantic, including the West Indies, British Guiana, British Honduras and Canada, and it is believed that his approach and visit has something to do with this plan.

**Looking For Harbor.**  
Prof. L. C. Ellis, head of the T. & N. O. Railway Co.'s exploration party, has just returned to Ottawa and he will have his data, etc., over to the commission at Toronto, shortly.

The party examined the iron deposits as well as agricultural possibilities on the Ontario shore of James Bay.

So far, Prof. Ellis has made no statement, but it is understood that the principal aim of the party was to ascertain what possibilities there are for an Ontario harbor, on the southern shore of James Bay. They examined the country from Cochrane north along the Mattagami, Grand Harbour and Moose rivers. The surveys of the Moose at James Bay were examined closely for the purpose of ascertaining salt deposits.

**Municipal Ownership.**  
Western Canada is nothing if not progressive, and in no field does the progressive spirit show itself as in the realm of municipal government. The most conservative election in a western Canadian city would in the older countries be considered radical, if not Socialist.

Nearly all western cities own their own water systems, the majority of them their own electric light and power systems, and more than one city its own telephone system. In Alberta the telephone system is owned by the province, and so the necessity of ownership of this utility by the municipalities has been to all intents and purposes obviated.

**STAGECOACH DAYS.**  
Story of a Trip. — In Portsmouth to London in 1780.

There are men and women—and they are not always the old—who deplore the breathless pace of the age. In stagecoach days, they tell us, life was a different thing. People journeyed through the years leisurely then. Existence had a flavor. A journey in those days meant fellowship and merry adventures and a comfortable enjoyment of the beauties of the landscape.

All this may be so, but a traveler who made the journey from Portsmouth to London in 1780 shows that even stagecoach days had their shadows.

"The getting up on the coach alone was at the risk of one's life," he wrote, "and when I was up I had nothing to hold on to except a little handle at the side. The moment we set off I thought I saw certain death before me. The machine rolled with tremendous rapidity over the stones and every minute seemed to fly in the air, so that it appeared to me a complete miracle that we stuck to the coach at all."

This continual fear of death at last became insupportable to me, and I carefully retraced along the top of the coach and ensconced myself in the basket behind.

"On a sudden the coach proceeded at a rapid rate down a hill. All the boxes, iron nailed and copper fastened, began to rattle around me, and I carefully received such violent blows that I thought my last hour had come. Shaken to pieces, bleeding and sore, I crept back to my former position. And it rained incessantly, and as before we were covered with dust so now we were soaked with rain. My neighbor every now and then fell asleep and when in this state peacefully rolled and jolted against me with the whole weight of his body, more than once nearly pushing me from the seat, to which I clung with the last strength of despair. I looked and certainly felt like a crazy fool when I arrived in London."

**A Bullet in His Brain.**  
Whether in fiction or real life, the instant death of a man whose brain is pierced with a bullet strikes us as a natural and necessary result.

But, according to a surgeon, quite a number of people survive an injury of this kind.

"Amongst recent cases," he said, "was that of a woman who was shot, not one but two bullets into her head. Yet, instead of instantly dying, he went in a cab to a hospital, got out of the vehicle, and walked up the steps to the room where he was to give an intelligent account of the occurrence."

"Another instance is the case of an old soldier who is (or was till lately) living in England. He was shot through the head in Austria in 1848, and has carried a bullet in his brain for more than fifty years."

"A number of years ago an old French soldier who had fought the Prussians in the war of 1870 was surprised one day by something forcing its way into his mouth. On examination he found it was a German bullet, which had been fired into his brain twenty-seven years before, and had remained there until it had found an exit in this curious fashion."

**\$550,000 in School Books.**  
According to the annual report of the Education Committee of the London County Council, the yearly cost to ratepayers for the supply of school books and material is \$550,000. The quantities of consumable books, pens, pencils, etc., are enormous and the following figures illustrate the immense activities of the council's educational institutions:

The yearly consumption of drawing-books is 1,700,000; copy-books, 6,200,000; pencil work books, 2,500,000; ditto paper, 6,400,000 sheets; writing paper, 5,000,000 sheets. Nearly 2,000,000 lead pencils are required, while the teachers use 6,750,000 pieces of chalk every year. Crayons are consumed to the number of 3,750,000; penholders, 350,000; while 600,000 pieces of india-rubber are used, together with 684,000 pints of ink. By the sale of all waste paper the council saves the whole of the carriage of this school material.

**His Student Days.**  
Sir W. Robertson Nicoll told the members of the P.S.A. conference the other day that in his younger days he lived for years in Aberdeen on eight shillings a week. "That was when I was at the university, but I think it would be almost impossible to do so nowadays," Sir William confessed.

"There is the difference in the cost of living. The price of lodgings and provisions is much higher. In the days to which I referred you could get an attic and attendances for 2s. 6d. a week. Then you could manage to get along with about 4s. for food, and this left you only 4s. for everything else. I lived principally on oatmeal in various forms, and sausages."

**A Quaint Ceremony.**  
A unique and ancient Shropshire (Eng.) ceremony was witnessed at Market Drayton recently when the September fair was duly proclaimed by the bailliff of the ancient manor of Drayton Magna, clad in his scarlet robes of office. He was attended by the various constables, searchers, sealers, scavengers, and the official assessor. The proclamation warned all thieves, rogues, vagabonds, cutpurses, and idle and disorderly persons immediately to depart from the fair.

**Careful Man.**  
"When I got back from my vacation my husband had only one solid dish for me to wash."

"He washed the others, eh?"

"It seems he used only one dish."

**Prize Asparagus.**  
At the annual asparagus show in Evesham, England, the prize bundle of 120 head was auctioned off for \$28.67.

Let any man talk long enough and he will discover a friend's sore spot. The reason most girls want to marry is because they don't know what they want.

Mairimony is the mother of w—ses. A bad habit doesn't seem so bad if it is yours. It is easier to make a break than it is to mend up.

**IS CALLED "JOE."**  
Under Secretary Pope Has Served Under Every Premier.

When Joseph Pope emerged from the Prime Minister's room a few days ago, after his first official call on Mr. Borden, he remarked that he had served under every Premier since Confederation. Mr. Pope has other titles besides the one of "Joe." He is Under-Secretary of State and Registrar-General and by royal favor is allowed to call himself the Hon. Joseph C.V.O., C.M.G., I.S.O. Joseph Pope is admitted to know more about the fuss and feathers of the social side of Governments than anyone else inside the public service, or outside.

He knows exactly the rules of precedent which should prevail at viceregal drawing-rooms with the able assistance of the Gentleman Usher of the Black Rod; upon the social qualifications of those who desire to mingle for a brief spell with real live dukes and earls.

For many years "Joe" Pope was Sir John Macdonald's private secretary, and he even put his reminiscences of the old chieftain in book form. Pope tells a good story of the somewhat troubled political period after Sir John's death. Sir John Abbott became Premier, and some days after taking over the reins of office he walked over to Mr. Pope's residence to see him. The day was hot and dusty, and Sir John Abbott was then an old man. When he arrived at the Pope residence, somewhat dishevelled and being the possessor of a bow from one of the members of the family, thinking the aged individual was a book agent, declined for some time to call Mr. Pope downstairs. Finally the old gentleman, feeling the chill of the hostile reception, said, "Oh, don't trouble Mr. Pope if he is busy, but say to him when it is convenient that Sir John Abbott called."—Saturday Night.

**A Reverend License Inspector.**  
No man was more surprised than himself when Rev. John Aysarr, who has resigned as Provincial License Inspector in Ontario, was offered the appointment in 1905. Rev. Mr. Aysarr was then in charge of a Methodist congregation in Western Ontario, and was on one of his visits to "stiffen the back" of Hon. W. J. Hanna, who had announced that when appointed Provincial Secretary that Ontario Bona-fides would be made "keep hotel." For years Mr. Aysarr has been an ardent temperance advocate, and the enforcement of the liquor license law as he thought it should be, was the great thing for which he strove. Time after time he called upon Mr. Hanna concerning this matter.

"Now see here, Aysarr," Hon. Mr. Hanna is reported to have said, "Just try it yourself."

Mr. Aysarr never dreamed of such a proposal and it made him stare for a minute. A Methodist minister as a license inspector was something new for him. But it was up to him. "What could I do," Mr. Aysarr said in relating the incident to a friend. He took Mr. Hanna at his word, and for the last year he has been going up and down Ontario from Central to Kenora, prosecuting illicit sellers of liquor and hotelkeepers whom he caught selling in local option districts. Regarding his position as something akin to detectives, he called in all his photographs. A likeness of John Aysarr is about as scarce as hens' teeth.

He now goes to Edmonton on an increased salary to carry on similar work.

**A Lucky Discovery.**  
Since the appointment of Hon. W. T. White to the Ministry of Finance it has been asked if Sir John Thompson had any Parliamentary experience when made Minister of Justice by Sir John Macdonald, in September, 1885. He had, but not at Ottawa. He was first elected to the Nova Scotia Legislature at a by-election in 1877, and re-elected by acclamation at the general election of 1878. The Liberal Government, under Hill, being defeated, a new one was formed under Holmes, with Thompson as Attorney-General. In May, 1882, he became Premier and defeated at a general election in June and resigned in July. He was immediately made a judge of the Supreme Court of Nova Scotia.

In the autumn of 1880, Sir John Macdonald brought three new men into his Cabinet, Thomas W. Spence, E. Foster, and John S. D. Thompson. The two former were members of the House of Commons. Thompson was not a member and had not even met Sir John Macdonald. He was entirely unknown in a national sense and his appointment was a great surprise. Sir John Macdonald, however, needed a Nova Scotian successor for Sir Charles Tupper, and selected Thompson on his reputation. He afterwards said, "The great discovery of my life was the discovery of Thompson."

**Welfare of the Child.**  
All the societies interested in the proposed child's welfare exhibition to be held in Montreal in 1912—probably a dozen or more, were represented in the delegation which met Sir Lomer Gouin a few days ago, and obtained from him a promise that the question of granting the project a Government grant would be brought before the Provincial Cabinet.

Dr. Adams, speaking as the head of the donation, told the Premier that in all great cities the conditions existing in the slums are a barrier to the healthy development of the child, and consequently to the attainment of active adult life. In Montreal the problems were quite as pressing as in the larger cities. In infant mortality Montreal headed the list for the large cities of North America.

**Our Latitude.**  
The British islands lie in the same latitude as the Province of Saskatchewan, Denmark, the Netherlands, Belgium and the northern part of Manitoba. Edinburgh, Scotland, is farther north than any of the settled parts of Saskatchewan. Christiania, the capital of Norway, and St. Petersburg, Russia, are in the 16th parallel of north latitude, the northern boundary of Saskatchewan.