Mr. Monrad: I think you should keep this in mind for this afternoon’s discussion, it will come in handy.

The Chairman: In regard to one of the societies Mr. Monrad spoke of, I would like to ask what they do in case one of the members disregards the rules that are laid down, for instance, in regard to the killing of a rat, do they fine him?

Mr. Monrad: I do not know, I have not read the constitution of the association; as I understand, it is preliminary work, it is lately started; the rats are a real plague, and the idea is to devise some plan, designate a certain time a certain day a week in which all those co-operating will agree to kill all the rats they can and in that way exterminate them. You see that will prevent them from escaping.

WHAT MUST WISCONSIN CHEESE FACTORIES DO TO IMPROVE THE QUALITY OF THEIR CHEESE.

Prof. J. Q. Emery, Madison, Wis., State Dairy and Food Commissioner.

1. The first thing necessary to be done by Wisconsin cheese factories to improve the quality of their product is to recognize the need of improvement. When every cheese factory in the state shall recognize that there is a distinct need for improvement, a very important step in the way of progress will have been taken. First, then, I say, let every factory recognize that there is need that it improve the quality of its cheese; not that it recognize that some other factory should make improvement, but that it should itself improve the quality of its own output.

2. Let the owners of factories which have survived their usefulness and are no longer fit to be used as a place to manufacture a food product for the public’s table, tear those factories down, and in their stead, construct, on suitable sites, new and up-to-date factories. In the construction of all new cheese factories, let only such sites be chosen as furnish opportunity for suitable drainage and other sanitary conditions. Let every cheese factory that can not be removed a reasonable distance from pig-sties, barn-yards or other nuisances, be torn down.
The business of cheesemaking in Wisconsin is sufficiently important and remunerative to afford a suitable, up-to-date plant.

3. Let cheese factory owners see to it that their factories are equipped with such appliances as will enable the cheesemaker to keep the factory in a thoroughly clean and sanitary condition, and to manufacture a cheese to meet the highest demands of the best markets. Then let them employ only such makers as can fulfill the above conditions, and then demand that those conditions be met. Let them pay such competent cheesemakers a reasonable compensation for their services, and enable them to maintain a decent and respectable standard of living; and let them furnish them wholesome living rooms outside of the factories. No principle of economies is more fully established than that the standard of living affects materially the quality of service rendered.

4. Let the cheesemakers see to it that they themselves, and that all the factories in the state are, at all times, kept in a scrupulously clean condition, and thus furnish an example of neatness to patrons. Let them obey the letter and the spirit of section 4, of chapter 67, laws of 1903, which is as follows: "Any person, firm or corporation who operates a creamery or cheese factory shall maintain his premises and utensils in a clean and sanitary condition."

5. Let every cheesemaker obey section 3, of chapter 67, laws of 1903, which reads as follows: "No person, firm or corporation shall knowingly manufacture for sale any article of food from unclean or unhygienic milk, or cream from the same." Let them use persistently the Wisconsin Curd Test to determine the quality of the milk offered by patrons. By means of this test, the clean character of the milk offered, can be as unquestionably determined as can the butter fat content of milk be ascertained by the Babcock Test. Let them use this test as an education for their patrons and be thereby enabled to secure from them choice, clean milk for manufacture.

6. Let the managers of cheese factories, at all times, deal fairly and justly with their patrons. Let them compensate their patrons according, not to the quantity of milk furnished, but according to its quality as well. Let every patron, at all times, receive from the factory his just dues. In return he is likely to furnish an improved quality of milk.

7. Let every cheesemaker use the very best commercial starter, and all the up-to-date means for securing and determining the proper acidity of the milk to be used in the manufacture of
cheese. This is a matter of the highest importance in cheese-making, if it is true as I am informed that of all the processes carried on within the cheese factory, none other affects the quality of the product for good as much as does the proper ripening of the milk.

8. Let cheese factory proprietors provide some means whereby the cold-curing of their product can be secured. It has been amply demonstrated that the cold-curing of cheese improves its quality. Cheese producers should avail themselves of the benefits and profits of this modern discovery.

9. Let us learn a valuable lesson from the Minnesota creamery industry and exploit our cheesemakers as they do their butter-makers. Of all the many factors in the production of high quality cheese, the cheesemaker is the most important. Let us recognize this fact, and award him accordingly. Let us ever award to him the due mead of praise, wherever and whenever cheese of high quality is produced; and let us hold him responsible if unfortunately the cheese is of poor quality. But let us not do the mean act of holding him responsible for the poor make of cheese, and then refuse to give him the credit for the good make. Let us encourage him in every way possible to broaden his horizon, and become more efficient in his calling.

Let Wisconsin cheese producers refuse to become "incrusted in the knowledge of yesterday;" but instead become imbued with the 20th century spirit of progress, and use for their own benefit modern scientific dairy knowledge.

Let Wisconsin cheese factories do these things, and not only will there be great improvement in the quality of Wisconsin cheese, but there will be a corresponding increase of the profits as well.

---

DISCUSSION.

Mr. Noyes: I think Prof. Emery’s paper, while it is short, that it is nearer to the point and should interest this audience as much, if not more than any other paper that has come up, and in opening this discussion I would like to ask Prof. Emery if he ever managed a cheese factory?

Prof. Emery: No sir, I want to say right here now that I am not an expert cheesemaker, I do not pretend to be, but I have studied the conditions I think necessary to cheesemaking.
Mr. Noyes: We have all done that. I will say at the start that I sanction everything Prof. Emery has said, if we can only accomplish that. One point that is brought out in this paper that any factory wherever located through Wisconsin could build a good factory, put a good maker in it, have everything up to date, I think that that point is quite impossible at the present time. We have scores and scores of factories in Wisconsin that are not receiving milk enough to support that factory and a good cheesemaker. Now, what are you going to do with this point, and they are going up every year, every farmer wants a cheese factory at his corner and he wants you to make that cheese at a cent and a quarter a pound,—what are you going to do about those board cheese factories going up? You cannot compete with those things. A great many of those factories are stuck up and the cheese is sold in competition and brings just the same price as that made in factories which cost $4,000 and $5,000, with all the modern improvements, what are you going to do? Not only that, we have instances where the factories are dirty, the cheesemakers are dirty themselves, their factories dirty from top to bottom and their cheeses are poor, they are condemned and in some instances inspectors go out and do what they can and they accomplish worse than nothing, that has been done; in that case they have simply been called by the cheesemakers sometimes, sometimes they have been called by the patrons and he will go out and talk with all the patrons, take in what the patrons tell him and make his decisions on that ground. He makes one visit, not long enough to form a good judgment. In other cases the cheesemakers go over and clean up the factory; like enough the week before that the presses and hoops perhaps were not washed but twice a week and the men on the road, drinking whiskey; he comes in and finds that that factory is cleaned up, he sees the cheese—and then it has been a nuisance to the patrons, it has been a menace to the men that bought it, everybody around there, and they go in perhaps sometimes and put that cheesemaker out, that cheesemaker ought to be somewhere besides making cheese, and there ought to be some way of stopping that cheesemaker. That cheesemaker goes right ahead, if he is dismissed, draws his salary, puts up a big bluff as a good number one cheesemaker and steps in somewhere else.

Now, we are attacking a broad subject, we are tackling a very hard subject. I have handled cheese factories quite a number of years, and I tell you it is a large question to handle,
and if it is handled right, it is a question that takes more than
I have been able to accomplish and see through. It is a hard
question. Now, Prof. Emery has brought this question up, and
when we talk about co-operation among cheesemakers, there
is no co-operation today among cheesemakers, you cannot
find it, gentlemen, and I dare say there are men in this con-
vention today that are scheming to run their factories and to
make lower prices than all the others in order to get in some
corner to run a cheese factory next year. That is the kind of
cooporation we meet in the handling of cheese factories. Gen-
tlemen, this is the bare truth, and when the cheesemakers get to-
gether and try to have things better, will work together, why,
we may have things done by the farmers around the factory;
on every corner they want their cheese made for the old price,
or lower than the old price, and everything that we use in the
cheese factory is 25 per cent higher than it was ten years ago.
Now, what are you going to do?

Prof. Emery: If we let these factories go on and say noth-
ing against this idea of a factory on every corner, if we raise
no voice against that system and if we raise no voice against
the unclean conditions of factories, what is to be the future of
the Wisconsin cheese industry?

Mr. Noyes: I believe in saying something against it; I be-
lieve in that.

The Chairman: I can answer one of your questions and give
an answer that will apply nearly all around. We will have
those conditions just as long as the cheesemakers are cheap
skates enough to accept that kind of a position. You will find
factories that have not been cleaned for years, that have no pro-
visions for keeping them clean, where there is a bad stench all
around, over and under it and the water supply is bad, nothing
to keep the flies out, no prospects of any improvement at all,
and still they will step in and take those positions year after
year.

Mr. Monrad: People generally think that I look on the dark
sides of life, but I want to protest against Friend Noyes that
cheesemakers cannot and do not co-operate. This assembly here
is a proof that they can co-operate to a certain extent anyhow.

Mr. Noyes: But they do not go half far enough.

Mr. Monrad: Well, when you see in the spring the little green
sprout out of the ground, does not that give you hope? This
is a pretty good green sprig coming out of the ground, and I
have good hopes yet that they will come closer together still.
Mr. Noyes: This is a goodly assembly, I like to see it, I was one of the charter members of this Association, and I believe in getting together and talking over matters, but I do not believe in going back and doing the same thing over and over again, year after year. Now lots of them come and do that, listen to these good talks, take this all in, they go right straight back home and do the same thing, they did it last year, and they are going to do it this year. Now, how are you going to get around it. I am in for co-operation, I am in for better things and better factories and for up-to-date improvements, but, gentlemen, we have got to have some show. We cannot take 2,000 pounds of milk a day and run a cheese factory and have these factories put up with these modern plans; we have got to get together and do something. We can come down here and spend three dollars and have a good time and shake hands and visit and see each other and talk over all these matters and all these discussions are good, I believe in them, I believe in keeping up with the times and I do it as near as possible, but you cannot do it alone, you have to have co-operation.

Mr. Michels: Mr. Noyes tells us a lot of things that do not amount to anything unless he gives us a remedy. It is easy enough to find fault, but it is better to find the right remedy.

Mr. Noyes: We have got to have something behind us to do it with. Now, for instance, supposing you, Mr. Michels, started in with a factory five years ago with 10,000 pounds of milk, your own farmers started up cheese factories around you until today you have not more than 2,500 pounds of milk, and you are making your product in a factory that cost $500 or $600 besides the machinery, the machinery probably costing $300; they are setting up beside you and getting the same price that you are, they have not any modern appliances, they simply have two thicknesses of board between them and the weather to cure the cheese.

Mr. Michels: I simply would not be there any more; that is the trouble, lots of these good factories are likely to be forced out of business.

Mr. Monrad: The poor factory is likely to go out of business.

Mr. Michels: If I did not get more than 2,500 pounds of milk, I would not be there any more.

Mr. Noyes: That is the way; lots of these good factories and makers are not there any more, they are closed.

Mr. Carswell: I think the blame should come more upon the
factory managers; as a rule we find where they have good factories and good buildings the maker is keeping the factory in good shape, but when we find a poor, crazy shack, there is not much incentive for a cheesemaker, to keep the things in condition and he is not so much to blame as the manager, where he is getting in some cases 10,600 to 17,000 pounds of milk and putting the cheesemaker in that old shack, I do not blame the cheesemaker so much as I do the manager.

The Chairman: I blame the cheesemaker for accepting the job.

Mr. Carswell: Yes, I think he ought to quit, but many times he has made a bargain with a man that has promised to fix things up and will continue from week to week and the season is half over, if he quits his job he cannot get another job, it is his livelihood and it is a pretty hard matter for him to keep things in shape. Now I tell you the place to begin at is at the factory, to see that we have good factories, and to put a stop to putting up these cheap skate factories.

The Chairman: I can answer Mr. Noyes’ question to a certain extent. I have had considerable success in improving factories by holding meetings and pointing out to the farmers just what they were losing because their factory was not up to date. Of course that was mostly in factories where the proprietor was the cheesemaker, but I showed the farmers that they have got to pay for all the mistakes that are made in some way or other, directly or indirectly, all the mistakes that are made in the cheese business come back on the milk producer, and I show it to him and I show him that there are two things, two points they should figure on, one the cost of making, and the other, what kind of a job they were getting for their money, and that was just as important as what they paid for the making, and I show them that if they could, by paying a quarter of a cent more for the making, make half a cent by it, that it was to their advantage to do so, and in a great many instances, I should say about two-thirds—no, I won’t say that, but about half the factories where I held those annual meetings, I got the patrons to raise the prices on condition that the cheesemakers would make certain improvements. Now, you cannot get those improvements that you speak of unless you can get the farmer to demand them, you cannot get them any other way. The only way you can get them to demand them is to show them that it is to his profit to do so. It touches his pocketbook, showing him what it is costing him to run the poor factories that they have got.
Mr. Monrad: Mr. Aderhold, don't you think that I am right in this claim, that we cannot expect a private individual to put his good money into such a permanent good building at the risk that there is? Is it not more reasonable to do as they do in creameries, have farmers put up a good substantial building on the co-operative plan, then if they do not want to run it, by hiring a cheesemaker they can run it at so much a pound through the year. I am willing to be philanthropic, but I will be hanged if I would put $5,000 into an individual plant and rely on the farmers bringing the milk. I would not do it.

The Chairman: You asked me that question,—I believe I agree with you, I do not want any of my money tied up in a cheese factory, I have had it there, but not for the last ten years or so, not a dollar; I would not take a mortgage on a cheese factory since I have got my money out of the cheese business; it is poor property, it is not salable property, that is a running factory, some of them are good, there are a few that are good factories, they are good property and will continue to be good property, but if you let the farmers build the factories, they have got to have the same education in order to get good factories as they need where they are owned by private individuals; in both instances they have got to understand the necessity of a good factory and demand that it shall be so and so. Now, the co-operative factories that we have in the state on the average are not as well managed as those that are owned by private individuals, for the reason that they are not built right to start with, they are not equipped right, when they have to buy a piece of machinery somebody buys it that does not know what part to buy, the cheesemaker has not any voice in the buying of machinery, they have a different maker every year or two, and he does not take much interest in the factory. The idea is all right of the farmers owning the factory, I believe in that, but they have got to have the same education in what the factory should be, otherwise it will not be a success.

Mr. Carson: You said a while ago that by educating the farmers and showing them what they were losing, that you were able to bring about an improvement in the condition of the building,—now don't you think if we had our factories grouped in 25 or 30 and put an instructor over each group, that they would get pretty well instructed so that they could be relied upon to bring about improvements?

The Chairman: Yes, I believe in grouping factories, I believe in effective meetings very much; I have had great success
at those factory meetings; they talk about some cheesemaker and they say you cannot get the farmers to pay any more for the price of making, well, it is often the case that they cannot if they just rely on themselves, some people can, some people are so situated that they can reason with their patrons and others cannot, or the patrons are down on them. There are a great many communities where the object of the patrons seems to be to prevent the cheesemaker from getting rich, no matter what they are getting for their milk, that does not cut any figure, if they are getting a dollar a hundred for their milk, if the cheesemaker is making any money they are kicking; if they get 50 cents and the cheesemaker is not making anything, they are satisfied. In that kind of a community a cheesemaker cannot do anything in the line of raising the prices; they cannot very well persuade the farmers to pay it, but they can get an outsider, a disinterested person who has made the thing a study and they will listen to him and they will be guided to a considerable extent. Now, I am just going to bring up one instance where I attended an annual meeting at a factory. The man was making small cheese, daisies and long horns for a cent and a quarter a pound and he was not able to pay for his supplies and live besides; he was owing the cheese box man, that is usually the man that has to wait for his pay the longest, and I told him, I said before the meeting, "I want you to ask a cent and three-quarters." Of course I did not expect he could get it, it was too big a raise, "and of course you can come down if we cannot get it, come down a little lower, but ask 1 ¾ cents after I am through talking." I made my speech and showed them how much better they would be off if they had a new whey tank and if that was kept clean and if they had a colder curing room, and if they had improved machinery in other respects; I showed them that that was worth at least 5 cents for every 100 pounds of milk to them if they had those improvements, and they believed me, they would not have believed the cheesemaker if he had told them the same thing. After I got through, one of them asked the cheesemaker himself, "What have you got to say, what do you want?" and he did not have the gall to ask a cent and three-quarters he said, "I will be well satisfied with a cent and a half," and one of the farmers said, "If you make those improvements that this man speaks of, I would just as soon pay you a cent and three-quarters." Another fellow says, "Will you improve the factory as fast as you can stand it?" The cheesemaker promised and he made a motion then to pay a
cent and five-eighths for the making, and it was passed unanimously; they gave him an eighth cent more than he had the face to ask, and he would have got a cent and three-quarters if he had only asked it. Now, that is what an outsider can do in some factories where the owner himself cannot do it.

Prof. E. H. Farrington, in charge of the Wisconsin Dairy School, extended an invitation to the convention to meet at Madison next year, tendering the curing rooms of the dairy school for the exhibit of cheeses, and offering to be of assistance in making the meeting a success. He also spoke of the prospect of a cheese scoring contest, stating that the dairy school is heartily in favor of doing everything possible to promote such a contest, and that if an appropriation can be provided, the work can easily be accommodated and carried on at the dairy school.

Mr. Luchsinger: I understood the Chairman to say there were a few minutes more on the discussion of the question brought up by Prof. Emery. I merely want to say that perhaps Prof. Emery has used stronger language than perhaps he intended in saying that a very defective and badly situated factory should be destroyed or burned; perhaps he did not intend to be quite as strong as that.

Prof. Emery: I said if it were lawful I would like, if it were lawful, to destroy them.

Mr. Luchsinger: I believe in the force of persuasion, in the use of argument; men are not made to be forced into any line, even if they are somewhat wrong. I do not think law ever made any man good, law itself, nor removed the evil itself, so I should say that before proceeding to any extreme measures—

Prof. Emery: Mr. Luchsinger, you do not understand me as advocating anything that would force a man to burn his factory; I said expressly that this was for factories that were in bad shape, it would be a good thing if they were burned down.

Mr. Luchsinger: I accept your explanation, but I do say that before any extreme measures are resorted to, either by the state or any authority, either closing up a factory as unwholesome, or destroying or fining, there should be persuasion used first, there should be warning given, defects should be pointed out; if there are no changes, if men will not listen to reason, or managers of factories will not pay any attention to reason, I should say it is within the power of the state to close that factory. Very many cheap factories were built by reason of the necessity, because the people were poor, people did not know
anything about the dairy business when they began to build, it was an experiment with them, they did not feel like raising very much money and they built as cheaply as possible. Afterwards they may have made improvements, they may put in cement floors, cement gutters and drains and yet the outside may have been the same old shack it was when it was first built. I would say only after thorough examination should such a place be condemned and after warning given. The statement was made that some of these factories bordered on a barnyard, as though that were sufficient to condemn it. I think there is such a thing as a clean barnyard, I think every farmer sees that his barnyard is clear, I do not think that is the worst location that can be had. We very frequently find slaughter houses from whence you get your meat in the cities, or bakers that bake the bread you eat, very close to something very much more offensive than a clean barnyard. So I would say, go slow with extreme measures, try persuasion first, try argument, try reason.

Mr. Monrad: I would like to stand behind my friend Emery; it is just exactly fifteen years ago when I virtually made that same remark out in Minnesota, it was at a banquet and I told them that it would be a blessing to Minnesota if nine out of ten factories were burnt up, provided another good one was built, and I was pleased to see on my visit last year that there was, I do not believe, a single factory of the kind that I criticized. They have beautiful co-operative brick buildings and cement floors. Now, I hope it will not take fifteen years for Wisconsin to get the cheese factories into the same shape. I want, however, to criticize Commissioner Emery on one thing, he is not familiar with the sweet smell of the limburger or even of the brick cheese and hence I think he is a little too hard, and I think that a man not accustomed to brick cheese, Swiss cheese and limburger cheese is liable to be a little too hard in inspecting a factory when he meets those fragrant odors that prevail there.

Prof. Emery: I want to endorse all that Mr. Luchsinger has said, only I want to protest that it was not germane to my paper, for at the outset I said distinctly that it is what the cheese factories can do for themselves I was going to talk about first. What I did talk about, I did not say one word as to what the state should do, or the use of law, there is not one word in that paper that refers to it, it all relates to what the cheese factories should do for themselves, and my suggestion is that it
would be to the interest of the cheese industry of this state if the owners of a large number of these factories would tear them down and the best way of renovating them is to burn them up, and what Mr. Monrad has said here is true and I tell you the cheesemakers and cheese factories and creameries of Wisconsin, if they want to keep pace with our neighbors over in Minnesota and in Iowa and in Canada, have got to get out of the attitude of saying, if they do not say that black is white, that they will not say, "Well, black is not so very black, nor white so very white." They have got to get out of that spirit and they have to recognize black as black and white as white. Now, do not understand me as undertaking to walk under any false colors, I never made a cheese in my life, but I have studied conditions for the successful work of cheese and buttermaker as a state enterprise and as a large enterprise, and one of the first conditions of successful work in cheese is a good, wholesome, decent plant, and the old shacks of Wisconsin have done great service, they have put thousands and millions of dollars into the owners' pockets and they do not owe their owners anything today, and I say, we have to recognize this cheese industry as a great industry, as a mighty industry, to be treated with respect and with large vision, it will pay us in dollars and cents, it will pay Wisconsin in my judgment in dollars and cents if a large number of these old shacks, if the owners — now, understand me again, I am not saying the state shall tear them down, and I refuse to let anybody put words of that character in my mouth — if these owners would see their own best interests they would tear them down and put the match to them, and in place put up some wholesome factories. Again, I say, we have a large number of good factories, well managed, and those should be the ideals, and I think this is the one thing that we need, to get ourselves permeated with in Wisconsin, that we need in our cheese factory and our creamery interests a great cleaning up process, we need clean factories, we need factories up to date. Mr. Monrad has told us about Minnesota, I have been over in Minnesota, I want to know what our neighbors are doing, they are getting ahead of us in the creamery business, and they will get ahead if us in our other business if we content ourselves with these conditions that are not up to date. We need, first and foremost, to have our own ideals, otherwise, we shall never reach our ideals, they always go before, like that cloud that went before the Israelites, but we shall never accomplish anything very great unless we enlarge our ideals and do what
we can to reach them, and I again repeat that this cheese industry is a great industry, and we ought to house it in a decent way, we ought to recognize that we are ten years in these houses, ten years marks great progress in various industries, we ought to keep pace with those, and if we are contented, if we say things are about as good as they can be, we shall not improve, we have to get the spirit of progress in doing the best work.

Mr. Noyes: Just one word more. I brought up this discussion in a sharp manner, and as I stated before, I am in sympathy with Prof. Emery's ideas, in getting better things and better factories, and not only that, but I will say this to the cheese boys, and if you study it before many meetings in Wisconsin that the cheesemakers have got together, they have attended the dairy schools, they have educated themselves, they have done all their part, and perhaps more than their part, as far as the practical work is concerned, the cheese boys of Wisconsin are at the top and we are recognized and we do not bow our heads to Minnesota either when we come to cheese; we all recognize Minnesota as a butter state, but when we come to cheese they are not in it with Wisconsin, I don't care what kind of factories they are working in, and all I hope and all I want is some method in which we can have better factories, we can have more co-operation of cheesemakers, and when we can have that, then we are ready to take the next step forward.

Prof. Emery: Don't you think what Mr. Aderhold has suggested in regard to instruction, if people go out and get instructions and go out and influence the patrons, that we can make great progress?

Mr. Noyes: Yes, in some places you can, in some places you cannot, because what will do in one community will not do in another community, and in co-operative communities those factories that are built by the farmers are some of the poorest factories that we actually have and I am in sympathy with anybody that will make the cheese of Wisconsin better and make our factories better and that we can get better pay for them; we have not pay enough at the present time to accomplish that which is a necessity. The manufacturers I think will say yes, the managers of factories will say yes to this proposition, that we have not pay enough to do that.

Mr. Luhsinger: I am sorry Professor Emery has taken what I said as he did, I did not object to what he said in his paper.
Prof. Emery: That is all right, this is an open discussion.

Mr. Luchsinger: Then I am glad that what I did say aroused him to express himself in the forcible and strong and convincing language, but I will say for the cheese factories this, that in the older established dairy districts of the state where dairying has proved to be a success and has come to stay, that every new factory that has been put up, whether co-operative or by private individuals, has been an improvement over the last one that was built. You will find very few new factories that are built nowadays but what the building is adapted for its purposes, not put up simply as a makeshift for something that will do for a year or two, and then may be torn down or left to rot, that thing does not pay. The people have confidence in the cheese business, have come to the belief that it has come to stay, therefore they are putting up buildings accordingly. There are cheese factories in some of the townships in the cheese districts, that from having been the worst buildings in the district as formerly, have come to be the best. I think that is the reason, that they have simply been forced to the conviction that it pays to have the best.

Prof. Emery: Is not that largely due to the work that those inspectors have been doing around among them, educational work?

Mr. Luchsinger: Certainly, the force of having meetings, as Mr. Aderhold has said, meetings with the patrons, talking to them in a reasonable way, showing the disadvantages of having poor factories and bad tools to work with is a strong one and they will always believe some one who comes from some where else, an inspector or instructor, the patrons will always take more stock in what he says than to what the cheesemaker would say in the same words.

Mr. Johnston: I am very much pleased with the remarks Professor Emery made, I do not think he said anything out of the way at all, and I might say in regard to our Canadian Dairymen’s Association, that we have found that co-operation is all right, yet I must say that co-operation in building factories is largely done away with nowadays, in fact, nearly all our co-operative factories in the west are changed into private hands, simply because the farmers could not make it pay, they could not run their factories as economically as a private individual could. But in regard to our co-operation in regard to our instruction work, I might say that we hold regular conventions there, say, district conventions. We get cheesemakers
together for each district which is presided over by our instructors and they talk matters over there, they break down that sort of jealousy between one and another, and they make un-written laws, that are not put upon paper at all, whereas they co-operate one with another. For instance, if a man has sent bad milk to your factory and you reject it—every man who is employed to make cheese at a factory is boss there and if a man brings bad milk to a cheese factory and it is sent home for that cause, and he takes it to a neighboring factory, the neighboring factory sends it back, "If it is not good enough for the other factory, we do not want your milk." And that result has come with co-operation within the last four or five years, simply through co-operation of the cheesemakers and factory owners, and I might say in regard to our other work of improvement in our buildings, that we spent more money in the last ten years in factories than was spent twenty years before. We found that we must have good buildings, the little places were going out of business in the west, we have not very many of them, we have not in my section six factories that make less than twenty-five to one hundred tons and some make as high as two hundred and sixty to two hundred and eighty tons of cheese. They can afford to make good cheese, they get the best prices. They find out that the factory that is a poor miserable dirty factory is a by-word for the rest of the district, the manufacturer gets ashamed of himself, he has to go to work and clean up his place. The inspector goes to his place once a month, he leaves it tacked up where every patron that comes in can see it, if he is dirty it is right there in print; he sends another copy of the report to the chief instructor and if he finds things very bad, the chief instructor goes down there; it is all persuasion it is law to some extent, but we are advocating a license system, we feel the need, if a factory is not all right, the building is not in good shape and we want the manufacturer to correct a thing and if he does not do it, that we may close it up. In regard to our renumeration, I believe your cheese man has a great deal to do with getting good results, you can not get the right kind of a man unless you pay him, it pays you every time to pay a man what his labor is worth, he will do more among your patrons in keeping them together and getting improvements in the factory than any legislation will do, but you must start somewhere, and I say myself that a factory manager or a factory owner that will not improve his place, the law should come along and shut it up.