

INDUSTRIAL IMPROVEMENT.

Some Valuable Suggestions Offered by C. C. Howell.

As the Result of His Three Months' Investigation of the Subject.

How and Why Factories Should be Established in Sacramento—Experiences of Other Cities in the Way of Giving Subsidies.

Following are extracts taken from the report made to the Industrial Improvement Association by C. C. Howell, who was employed three months ago as its agent to attend to the matter of inducing manufacturers to locate in this city.

SACRAMENTO, May 24, 1894. Sacramento Industrial and Improvement Association—GENTLEMEN: In bringing to a close my three months' engagement with you, I think it due from me to submit for your consideration the facts as I find them in Sacramento.

It is no easy matter to direct this organization to the efficiency it should have without more working members. As a part of my business was to become acquainted with your different business interests and the people associated therewith, I am inclined to believe that there is a strong feeling existing here that such an organization as this is needed.

Manufacturers coming here to locate will look into these matters. Insufficient sanitary regulations may cause a sudden epidemic, or what is worse, a gradual but steady increase of the death-rate.

Unskilled engineering may cause a water famine, or send the germs of disease into every household; from these causes the entire work you are proposing to inaugurate here in the way of getting manufacturing might be ruined just as you are getting it started.

Inadequate transportation facilities, or unwise building laws, have checked the growth of many a city. Improper fire regulations may drive commerce from your doors.

Ignorant or dishonest management in the government of your city affairs may bankrupt your treasury; if you succeed in getting manufacturing concerns to come here from the west, they will look into your facilities for correcting these important questions, which the happiness and prosperity of that large portion of the population are directly dependent upon.

There are three ways of building up manufacturing here: First—By encouraging small concerns; but work them in the lines of business that they will assist the most.

A large number of concerns could be located here by encouragement from wholesale dealers, and they would grow and not only help the property in the city by giving employment to the people who may be attracted here, but help the jobbers themselves at this point by having specialties for branching out and increasing the territory which they seek to cover, from time to time, as their capital will allow.

Second—There are concerns that you can get who will have good staple things to manufacture. If you can get these, you will have to furnish them with money to take stock and put them on their feet.

We are anxious to get concerns that will be started on a large scale. I was particularly impressed at Stockton in this State to see what the people there are doing, not only their large flouring mills, woolen mills, sawmills, agricultural implement works, but their small growing concerns that interested me.

Third—There is another way to get manufacturing concerns; the plan that this association has organized on, and which by finding some good concerns that have a business established, and money to run it, but wish to enlarge and move to a new location and manufacturing concerns, the consumer and expect a money concern in proportion to what they are worth.

They will want to know what interest you will charge on money? They will want to know what your taxes are? What your public school system is? (Good mechanics will locate and become settled only where there is a good public school system, for they feel they must give their children an education, if nothing more.) They will wish to know what the sanitary concerns of the city is? What fire protection there is, and the rate of insurance you have to pay? What your facilities are for obtaining raw materials? What are your fuel costs, and the facilities for distributing their goods when they are manufactured? After all these things are settled, and the manufacturer is satisfied that there is a population enough to get to, and that the transportation does not eat up the profit, and he feels that it will justify him to move, he will want you to produce a proposition that it is a business question entirely as to what his concern is to be worth to you.

There are such manufacturing concerns that can be had, and they will do well on the coast, and help you over a period of the time manufacturing will come to you rather than you to them. When your needed reforms are completed, and the fact, and the population has doubled in this State, as it is sure to do very soon, it will be an easy matter to get factories here for nothing, as it is now for pay, but that time will be for this city soon, unless you move faster than you have in the past.

The worst feature Sacramento has is her taxes. Your people seem to be burdened, and they always give strangers a bad impression and it will work a great detriment, not only in inducing industrial enterprises here, but it will kill any attempt to get people from the outside to invest in property. Your debt is not so much, but it is growing, and you are paying it, and I have thought many times of laying before this board a plan for their consideration to solve this question, but feared that it might be thought that I was going outside of what I was employed for. Still, you cannot make a success of inducing manufacturing here to any extent until you change your municipal system in both city and county. It is said you will be all paid off in four years. That sounds like the man that undertook to teach his horse to fly without eating, just as he had his horse educated he died. While you are trying to pay this debt in a few years, you are killing out and driving away people in order to do it.

A city could have. Your Art School does not only do the city credit, but also the State. Your homes are as fine as any city in the land. If you proceed intelligently you will have your water system perfected and I also believe the drainage problem will be intelligently solved. Both these are of the utmost importance, and the whole State are holding them as dreadful to the eyes of the stranger that comes to California.

While I do not believe they are so very bad, still, where there is so much smoke there must be fire, and from the articles in your public papers from time to time there must be ground for uneasiness. The era of railroad building will start soon—much sooner than after the panic in '73 and '78. There is more idle money now than at any time in the history of the world, and if you will look at the quotations on first mortgage railroad bonds, you will find them nearly as high as they ever were, even those of railroads that are in the hands of receivers. This means that the owners of these great transcontinental systems will soon resume railroad building, and the next move will be to deep water on San Francisco Bay.

New countries are for a long time dependent on the goods they manufacture; the manufactures of a country do not cut a figure in the early stage of its development, but the time has come in the history of our country when she can commence to manufacture; she has people now, or enough to start with, and her growth will be great. Hereafter Sacramento should build up her manufactures as well as her commerce and agriculture; they all grow well together.

Manufacturers all over England and this country are willing to pay good money for electricity, and the more they consider it cheaper than power obtained from coal. Birmingham, England, is a great manufacturing city, and is supplied with numerous great power plants generating electricity and selling it to the smaller manufacturers at good profit, and the consumers are saving money by the change.

At Folsom before the water power is used at the power-house they utilize it for conveying logs down the American River to be converted into lumber. After that the water is used for power. That same water is to be conveyed by canals and sold to irrigate lands. By this you will readily understand that it is possible for the cost of this electrical power to be produced very cheap.

I am satisfied, from remarks made by Mr. Gallatin and one made by Mr. Livermore, that when their plant is completed here they will treat the factories almost as equals as well as they expect to treat with you for new concerns.

I think I am very conservative when I say that the enterprise proposed to this city will improve and bring in millions of dollars within the next few years within a radius of country that should double the population of this city. Some people of this city have said to me that this would be a monopoly. To such people I have said, on general principles, it is not anything of the kind, for by assisting in building up Sacramento this company are building up their own property in your midst. If that were not the fact, it is to be noted that the Yuba Water Company have a large territory for collecting water, and have now considerable water at Auburn, and are already looking to the time when that power will be at the disposal of this city.

If the promoters of this enterprise at Folsom should be proposed to this city that they should give them power for the price that they have agreed to, and said that we want as a consideration \$300,000 as a bonus, and will spend \$1,500,000 in completing a plant which will cost before this undertaking is finished, it would have been a cheap investment for this place.

In Sacramento you can manufacture leather to good advantage, especially since you are going to have electrical power and electricity for tanning. There are twenty-six successful tanneries in this city.

Boots and shoes can be manufactured here. Less than 10 per cent. of the goods made in California are made in this city. All kinds of leather goods, including harness, can be manufactured here on a large scale. Stockton last year manufactured \$350,000 of these goods; Marysville, north of you, manufactured a fine line, and are successful, I am informed. You will have cheaper power here, and the raw material is as cheap here as in either of those places. Labor can live here cheaper than it can in New England, and you will have cheaper power here, and New England has no coal and very little wood to speak of.

All kinds of wooden goods can be manufactured here. Stockton last year manufactured \$350,000 of these goods; Marysville, north of you, manufactured a fine line, and are successful, I am informed. You will have cheaper power here, and the raw material is as cheap here as in either of those places. Labor can live here cheaper than it can in New England, and you will have cheaper power here, and New England has no coal and very little wood to speak of.

Carriages and wagons can be manufactured here with profit. San Francisco last year manufactured \$1,000,000 worth of various kinds of carriages and wagons, and used in California are manufactured here. Carriages and wagons can be manufactured here with profit. San Francisco last year manufactured \$1,000,000 worth of various kinds of carriages and wagons, and used in California are manufactured here.

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good for getting fruit, as is evident from the fruit shipments from here, and right in that line preserving fruit, drying fruit and the like. The most important factory for this country, with the soil you have here, is a beet sugar factory, and it would largely benefit your grocery trade, and in doing one trade and increasing it you help others.

Your grocery trade in this city reaches out for miles, and has over 2,000 people in it, which they have an advantage of reaching in freight. You should supply them with nearly all of their goods. The more you import, the more people will increase rapidly. These same people now consume about 14,000 tons of sugar each year.

You are a manufacturer and supply the present demand for sugar in this city, people sufficient to raise and harvest beets, manufacture them into sugar, and you are ready to begin manufacturing directly into this city and county 10,000 people. The difference in price for your sugar could obtain for a factory here to resume railroad building, and the next other factories located in this State, and the freight on 14,000 tons of sugar from San Francisco to this point to distribute it, would pay you about 7 per cent. on the investment of a sugar plant, including a refinery. This you would have as a profit to start with, before your profit could commence from your manufacturing.

The city or a community that looks to manufacturing the necessities for her people in all directions, and the more diversified the products, the more money that is kept at home, and the cheaper can the wants of the people be supplied, and the greater and more rapid will be the accumulation of wealth.

New England succeeds in manufacturing sugar, not only because she gets cheap money to manufacture on, and understands the business. The more rapidly you accumulate wealth here the more rapidly will your people be able to get the manufactured articles of her own make to her own people.

You have no doubt been patiently waiting to know what I have to say in getting manufacturing—that which probably you consider I was especially employed to accomplish. When I engaged you to get manufacturing, I said I did not carry factories around to peddle out. Consequently I have only written letters to parties connected with me that are in touch with concerns in the East. I know I can bring factories to you.

One man, who does a large manufacturing business and has considerable trade upon the coast, has been in this city when he first came West. Many of the directors have met him. He has thoroughly investigated the West, not only in the line of enterprises which he is interested in, but in three other lines, all of which are staple goods, and there is no limit to the demand on this coast, and they can be shipped to the islands and Asia. They could, if located here, commence manufacturing upon a large scale within a short time. This gentleman will return to his home soon, he has the Sound country on the 22d of this month. After he has consulted with his partners he will then make this association a proposition to get manufacturing here.

I think it is altogether probable that an arrangement can be made with three or more concerns through this channel, and will be looking to the time when that time, as your power will not be ready for practical use before, in my judgment, the 1st of February or March, 1895. I do not think it will be long before you will be close with any manufacturing concern before the 1st of September or October of this year, and in the meantime I am satisfied that the plan will be adopted to look over this field in their line of business, that can be successfully conducted on a large scale here, and it may be possible that we can do better.

My theory is that you should do the best possible with the means you have at hand, and in order to do so you can make them go further with you can give other inducements as well as power.

By that time your water and sewerage system will have been settled, and I assure you that until the questions of importance that are before the people here are settled, it is against your work in the line that you have started. I think that you can get the people a feasible plan for refunding your entire city debt, including what new improvements you want to make, put into long-time bonds, and show the people that they can lessen their burdens, and do so by doing. By that time the tariff will have been settled one way or the other—I mean the present tariff bill before Congress. The business interests of the country are demanding that it should be settled.

The unsettled condition of labor can not hope to get out of the rubber that arrives, and so long as labor is in an unsettled condition, just so long manufacturing will be unsettled.

The country in an elegant condition to commence manufacturing. The trade is simply carrying goods that it absolutely has to have for the actual necessary demands. From present indications California will accumulate considerable money from her fruit crop, and when business does revive, she will be in a healthy condition to take advantage of the situation. It will probably be March or April of next year before you will have to make an assessment on your members' expenses, unless some small concerns were assisted, and then the assessment should be light. In that way your people will have the benefit of the work of the American River near your advancement, and when at Folsom they understand it, what is more, various and pay their obligations to your association with a greater promptness than they would at this time.

You cannot improve the people with the advantages of this power too soon, and the effect of what they expected has worn off before, the time comes for you to realize your benefit. That is, it is a matter of starting out in a work of this kind. The old adage is true of first getting yourself ready to start, and when you have started, no reason without stopping, and it is for these reasons that I think that which is to work a new era to your city in this advanced age should go hand in hand by establishing new factories at the time the wheels of that latent power at Folsom has arrived at Sacramento.

I have advocated a day, or two days, to be spent when the city or county is to mark a new era in the history of what I believe can be made a most prosperous agricultural, commercial and manufacturing center. The work of getting ready is only a portion of the work that is necessary to be done in building up a great city here. United effort on the part of the people working in harmony, and what you want here; not a few, but a great number working around a common center. From time to time you should be coming up to encourage them, so that you may take the proper precautions at the right time to remedy and regulate the elements that are coming up, and to improve your community, as well as improve your city.

There is no person that is successful in business that does not look after the details. So it is with a city or county. They must continually keep on the watch, and the system outlined for this organization is the only true way it can be accomplished.

In short, I wish to say that you have subscribed to this fund considerably over \$100,000, and you can calculate on collecting at least \$100,000 to \$107,000. This has been subscribed on a basis of about one-third of the 1892 tax roll by the people paying taxes in this city. From a careful estimate of the amount you will be able to get subscribed when the proper time comes, and when you have something in sight so that the people will have confidence in the work of the city, it will run this subscription up to \$130,000. The subscription that you have now obtained, or the most of it, will be from the city of Sacramento, and about \$375 for each individual, allowing you have 25,000 population, and that you will actually collect that from the present subscription.

This subscription you have obtained without anything in sight, and when you come to consider that the city of Chicago, with the prospects and the guarantee to

her citizens that the World's Fair would have there, the greatest national exhibition the world was ever to see, and New York City with 2,000,000 people in the city in improvements, that city only subscribed \$5,021,000, and her population was at that time about 1,000,000, which was \$4.50 for each individual.

The work done there was by the best organization that was ever got together in the world. See how they discounted New York with over 2,000,000 people to draw from in her subscription. Each profession and business, from the lowest and from the most simple channels up to the highest and most noble in that city, worked for months on that work.

It has been my experience in towns in which I have gone to the public to get money that the small subscriptions were the most cheerfully paid, when they saw that there was a prospect of good results.

I believe that the same rule will work in this community, and I believe that you can work this fund up to, as I said, \$130,000, but it is not practical to do it just at the time, next it would be a failure, and anyone who understands affairs would not attempt it. The community is expecting something, and you cannot, in justice to the people and to the fund, do anything until certain results, now well under way, have been accomplished.

Thousands of people shut money from all parts of the country and invested it there. It was a boom in transfers. The business elements of the country had not yet realized the fact, and gave \$100,000 and forty acres of land, considered worth \$80,000, for a copper smelting plant. The secretary of their Board of Trade at Salt Lake has written here to know what plans you have adopted to raise money. They expect to continue and put in two or three more locations that can be successful to carry them through until the country will have filled up to support the city that was built ahead of the growth of the State.

The Northwest States on the Sound over-built. So it was with the cities in the southern part of your State, but they are pushing ahead, and have made wonderful advancements, and are getting plenty new capital to-day, although there is great depression.

So it is that plan which you have attempted to adopt will succeed and be accomplished by applying the same business principles to this work that you do in your individual business. There is no reason why it should not succeed. It cannot be done in a hurry; you can only do it successfully by waiting for the proper time. It is necessary for the preliminary of its accomplishments.

City Finances. City Auditor Young makes the following statement of the receipts and disbursements of the city for the week ending Saturday, May 26, 1894:

Table with 2 columns: Item, Amount. Includes E. H. McKee, water rates, \$714.50; E. H. McKee, taxes, \$5.00; E. H. McKee, city licenses, \$354.00; E. H. McKee, dog licenses, \$1.50; E. H. McKee, cemetery dues, \$233.67; M. J. Desmond, Police Court, \$1.00; J. W. Watt, saddle flanges, \$5.00.

Total receipts, \$9,655.07; Total disbursements, \$4,983.37; Amount in city treasury, \$3,671.70.

Domestic Department. Sinking and Interest Fund, \$62,294.57; General Fund, \$7,018.46; Fire Department Fund, \$23,911.16; E. H. McKee, taxes, \$4,172.92; Leave Fund, \$1,877.77; Police Fund, \$2,550.32; Street Repair Fund, \$22,120.70; Police Fund, \$19,142.53; Public Buildings Fund, \$2,269.39; Library Fund, \$5,981.02; Examination Fund, \$138.50; Sewer Fund, \$16,500.00; Dog Fund, \$57.46; Special Street Improvement, \$197.17; Street Bond Fund, \$7,995.83; Leave Bond Fund, \$2,061.19; Unappropriated, \$1,741.82; Total, \$236,846.02.

Lutheran Sunday-School Picnic. The annual picnic of the German Lutheran Sunday-school will take place at Richmond Grove Tuesday, the 29th of May. The scholars of the Sunday-school, about 175 in number, will meet at their church at 9 A. M. and march to the grove, accompanied by their teachers. A very enjoyable time is promised to all who attend.

The "Cantata of the Stars," which would so much favor when given the first time, will be repeated to satisfy the wishes of many. Besides, exercises will take place for the several classes have diligently prepared.

The programme will commence at 2 P. M. For the usual games, races and plays suitable prizes are provided, to be given to the winners. Refreshments of all kinds will be on hand and served on the grounds by the ladies of the church. A lunch at 9 A. M. and march to the grove, joy this sport, and for only five cents fishes will be caught without missing.

Real Estate Transfers. The following real estate transactions have been recorded since our last report: Nikolaus Ewers to Caroline Ewers, Lot 8, G and H, Thirteenth and Fourteenth streets.

People's Savings Bank to Edward Coaly and wife—North three-quarters of northwest quarter section 23, township 8 north, range 5 east, 7.50.

Robert Harrison to Mrs. Kate F. Carpenter—West forty feet of north 80 feet of lot 1, K and L, Twenty-first and Twenty-second streets.

CHANGED DAILY FOR WEINSTOCK, LUBIN & CO. TO-DAY AT 9:30 A. M. 5,000 YARDS

Cotton Fabrics, Towels and Table Covers ON SPECIAL SALE.

LOT 1—Duck Suitings in small figures and stripes are the latest and most desirable cotton materials for summer wear. We have about ten designs for this sale, 32 inches wide, at 10c a yard.

LOT 2—Brocade Dress Sateens in handsome floral patterns, black only; ten yards required for suit, 18c a yard.

LOT 3—Bleached Canton Flannel 6 1/2 c a yard. Small lot of unbleached at 5c a yard.

LOT 4—Bleached Huck Towels for barbers and hotels, size 18x36. Price, 51 per dozen.

LOT 5—Black Ground Cotton Batistes with white and colored polka dots, 30 inches wide, fast colors. Price, 6c a yard.

LOT 6—Full Bleached Sheet, 81 inches wide, good quality and bought at a price which permits our offering it for this sale at 17c a yard.

LOT 7—Odd patterns and styles in Figured Dress Sateens. These have been taken from our regular stock and reduced for this sale to 11c a yard.

In addition to the above we shall have a small lot of Crash Toweling at 5c per yard, and Turkey Red Table Covers, oil boiled, in good patterns, at 98c each.

WEINSTOCK, LUBIN & CO. AGENTS FOR STANDARD PAPER PATTERNS. 400 TO 412 K STREET, SACRAMENTO.

WE HAVE SOME GREAT SIDEBOARDS! \$25 \$30 \$40 \$45 \$50



JOHN BREUNER, Furniture, Carpets and Draperies, 604, 606, 608 K ST., SACRAMENTO, CAL.

White Fancy Straw Hats, MRS. M. A. PEALER'S, 621 and 623 J Street, Sacramento, Cal.

EXTRAORDINARY REDUCTION SALE. 150 TRIMMED HATS AT HALF MARKED PRICE.

BYRNE'S, - 611 J Street. OUR * SPECIAL * SALE

WALL * PAPER Will Continue Until the 31st of May. More than one hundred patterns still left to select from.

W. P. FULLER & CO., 1018 Second Street.

FOOTWEAR. JULIETTS. The Latest Style in LADIES' SUMMER SHOES.

JULIETTS. We have them in either Tan or Black, Pointed Toe and Tips, medium High Heels. They have Side Elastics, so there is no buttoning nor lacing to do. Slip on as easy and are as comfortable as a slipper.

Tan Russia Julietts, \$3 50, \$4 50. French Vici Kid Julietts, \$3 50, \$4 50.

LAVENSON'S, One of the Largest Exclusive Boot and Shoe Houses On the Pacific Coast. FIFTH AND J, SACRAMENTO.

OPEN EVENINGS. P. F. NOLAN & SONS, RETIRING FROM THE Shoe Business!

THE ENTIRE STOCK TO BE SOLD REGARDLESS OF COST. I WILL PAY ANY PERSON TO BUY all the shoes they may want for the next six months during this sale.

BANKING HOUSES. NATIONAL BANK OF D. O. MILLS & CO. Sacramento, Cal.—Founded 1850.

DIRECTORS: EDGAR MILLS, PRENTISS SMITH, FRANK MILLER, President, CHARLES F. DILLMAN, Cashier.

CALIFORNIA STATE BANK, SACRAMENTO. Does a General Banking Business. SAFE DEPOSIT VAULTS.

SACRAMENTO BANK. THE OLDEST SAVINGS BANK IN THE City, corner Fifth and J streets, Sacramento. Guaranteed capital, \$500,000.

FARMERS' and MERCHANTS' SAVINGS BANK. Southwest corner Fourth and J Streets, Sacramento, Cal. Guaranteed Capital, \$500,000.

PEOPLE'S SAVINGS BANK. Sacramento, Cal. Guaranteed capital, \$410,000. Paid up capital and surplus, \$51,000.

CROCKER-WOOLWORTH NATIONAL BANK. Crocker Building, Market and Post Streets, San Francisco. PAID UP CAPITAL, \$1,000,000. SURPLUS, \$400,000.

H. S. CROCKER COMPANY. Why... CAN WE DO IT? With our Superior Facilities, Prompt Attention, Fair Prices and Honest Work.

Garden * Hose! J. A. M. MARTIN'S HARDWARE STORE, 820 J STREET, OPPOSITE PLAZA.