

a file. The boarding house was close to the mill, and your mother with the help of one girl did the work for a large portion of the men.

The logs were supposed to be delivered at the foot of the jack-ladder, but many times I had to help get them through the flume from the storage-boom to keep the mill going. We cut about 150,000 feet of lumber a day. That amount of mill, the way we run now, would cut hardly twice that amount. We did not run the machinery at as high a speed as now, or put on as much feed, but with the slow feed we made very smooth and even lumber. It looked so nice that Mr. Harris on one or two occasions cut off pieces of board an inch and a half plank and took them to Albany to show to parties there what kind of lumber we were making. Most of our lumber was shipped in canal-boats down the Ottawa into the St. Lawrence, through the canal to Lake Champlain, down to Whitehall, and from there to Troy by canal. When we settled up, in the fall, Mr. Harris was there, and the bookkeeper who kept my accounts and paid the men found that, counting the days the mill had run, it left me \$10 a day for my work. Mr. Harris said he was much pleased with the way I had run the mill and made the lumber, and that he would like to have me run it another year, but thought I ought to run it for 50c. instead of 75c. per M. I told him I could not do it for that; that I had done the work of at least three men, and at the price he proposed to give me it would not pay me to do it, and I advised him to get another to take the job.

ON A BIG SALARY

Mr. Bronson, who had to do about what Mr. Harris said, couldn't prevail on him to give me the price I was willing to take and continue to run the mill. He felt, too, as he talked when I first went there, that I ought to have a financial interest in the operation. That, however, meant too large an investment, and I did not have the courage to run in debt to the extent I would have had to, so the next day I told Mr. Harris he had

better get someone to take the mill at his price, and said I hoped he would be able to get the lumber made in as good shape as I had made it, and that I would seek a job elsewhere. I knew pretty well where I could go, for Mr. Gilmore, manager of all of the Gilmore & Co. mills in Canada and the Eastern provinces, had frequently been to the mill at Belleville and when I was running the mill for Harris & Bronson at Bytown, and had said to me that if ever I wanted to make a change he would be glad to see me, but that he did not want me to think he was there to hire me away from the parties I was with. I went to Mr. Gilmore's office (their headquarters being in the city), and told him I was at liberty to engage with him, if he wanted me, and talked with him in a general way about what he wanted or expected me to do. He told me, and asked me if I could go with him to the Gatineau mills, about nine miles, and look them over. He also talked with me about the other mills of the company. I told him I could go at any time.

I talked the matter over with your mother. She was a good deal surprised, feeling, I suppose, that I would likely remain with Mr. Bronson, so she could be with her sister. But I was decided in my plan, and she, as she always has done, acquiesced.

The next day Mr. Gilmore advised me that he could go out to the mills, and we drove out. They had extensive mills there, cutting about 500,000 feet per day—one mill on either end of the dam across the Gatineau river, five gangs in one mill and four in the other, with edgers and trimmers and all the other necessary machinery for such plants. I was introduced to the men in charge, the man who had built the mills, and his son, the latter then a competent millwright and doing the active work. I expressed some doubt and fear that it was a large undertaking for me, especially in view of my being an American Yankee (what Americans were then called), about getting along with the men. He said I need have no fear on that ground, if I was willing to undertake the job and take full charge of the mills and the work at the piling ground, which

was five miles down-river, the lumber being carried thence in a water-slide 30 inches wide and 15 inches deep, the water running into it from the dam and filling it a little more than half full. It took a large force of men to handle the lumber at the piling ground and keep the water-slide from jamming and throwing the lumber out, which made it necessary to stop the mill temporarily until the slide was cleared. In some places there were ravines of twenty to thirty feet, which made it a very serious matter to pick up the lumber, the slide having some very short curves, frequently causing jams. I said to Mr. Gilmore that I could remedy that trouble by straightening some of the curves and making the slide a battering-slide, or in other words, four inches wider at the top than at the bottom, in which case, if the plank lapped by each other a little, and formed a stoppage, the water would rise in the slide and liberate the lumber so it would move on.

WITH THE GILMORE COMPANY

I looked the situation over and decided to accept the offer of Mr. Gilmore of £1,000 Halifax currency (\$4,000) a year. He told me, in talking about the mills they had, that I would be expected, in a general way, to supervise the management of all of the mills. One mill was at Trenton, on the River Trent, nearly 200 miles from the Gatineau mills; another was on the Blaunch river, about twenty-five miles down river from Ottawa, or Bytown; another was a few miles further down, at Buckingham; another on the North Nation river, and another on the South Nation river, but the latter mills were not large. They also had a mill at Wolfe Cove, Quebec, and another at Indian Cove, Quebec. These latter mills were used for making needed repairs on their vessels for shipping their sawed lumber and hewed timber to London, Liverpool and Glasgow. He said I would be expected to go to each mill occasionally, as it might seem to them advisable. They had a large wholesale store for distributing point in the city of Ottawa, and a store at each of