SOME ISLAND ENTREPRENEURS

David Cousins

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Foreword

This report, *Some Island Entrepreneurs*, is very much a work in progress. It represents a contribution toward a much neglected area of scholarship, the history of entrepreneurship in Prince Edward Island.

Last year, I was invited to join the selection committee for the Prince Edward Island Hall of Fame -- as an historian advisor. Each year for the past four, this committee has selected three new inductees for the Hall of Fame. These new inductees are then announced at an annual Awards Gala, which is the major fundraising event for Junior Achievement of Prince Edward Island.

As we pored over the nominations for prospective new inductees, debated the criteria, discussed the various aspects of entrepreneurship, and so on, an idea began to dawn on me. I thought of a way that the Institute of Island Studies could make a contribution to the work of the committee -- and to the field of Island scholarship generally. Why not hire a history graduate student to work with us for a summer, writing some profiles of Island entrepreneurs? We could invite some members of the Business Hall of Fame selection committee, past and present, to act as an informal advisory group, suggesting criteria for inclusion and helping to select the individuals who would be profiled.

And that's what we did. The student hired was David Cousins, a young scholar from Bloomfield, PEI, entering the PhD program in History at York University in the fall of 2001. The advisory group comprised Margaret MacFarlane, Regis Duffy, Joe Revell, Joann Campbell-Boutilier (President, Junior Achievement of PEI), Elizabeth Noonan (Project Manager, Business Hall of Fame), and myself.

We made several key decisions at the outset. First, we decided not to include any of the thirteen Islanders inducted thus far into the Business Hall of Fame. Thus a significant number of our outstanding entrepreneurs are conspicuous by their absence. Second, we decided to view individual entrepreneurs as representative of particular industries (for example, James Yeo as a shipbuilder), in this way profiling as many different types of business activity as possible. Third, we decided to apply factors such as geographical and gender considerations to our selection criteria.

We hope that we might be able to continue the project next summer, when a priority will be to include profiles of those Islanders already inducted, plus as many more as time and resources

allow. In this manner, *Some Island Entrepreneurs* will develop beyond its present fragmentary state.

Funding for this initiative came from the Province of Prince Edward Island, through the Public Policy Partnership agreement.

I want to thank the members of the project advisory group, for their help and support. Laurie Brinklow has performed her usual magic in editing and producing the report. It's been a pleasure working with David Cousins, a thoroughly competent and conscientious young historian.

Harry Baglole, Director Institute of Island Studies

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Donald Allan

Donald Allan's career in the Island potato industry began when he was a young man working with his father, James Allan, on their farm in West Covehead. Allan had a gift for mechanics, which he used to fix machinery on the farm. Such a talent was very useful in the 1950s, when, as historian Edward MacDonald points out, Island farms were seeing a remarkable transformation to more mechanized agricultural practices. "In the scramble to keep up with the bounding prosperity in the rest of Canada, Island farmers began to mechanize with a vengeance during the postwar years." The traditional horse-drawn agriculture was quickly disappearing, and being replaced by the tractor, as well as new kinds of harvesting machinery that allowed farmers to harvest more potatoes with less labour.

Much of the machinery that enabled this change came from the United States or central Canada. At the time, Allan found that many of these machines were not well-suited to the particular digging conditions of the Island. They could also be unnecessarily complicated and often required a great deal of maintenance. In 1960, when Allan was only twenty-three, he designed a potato harvester that would solve some of these problems, and he built it with his father with ordinary tools on the farm. The next year, a farmer in Montague asked them to build a harvester, which they did, adding a few improvements. In 1962, Donald designed a new two-row harvester, and sales increased until he was steadily selling five to ten machines every year. He continued to make improvements to the harvester until 1974, when he designed yet another machine in order to meet the growing demand for harvesters with larger capacities. As the business grew, it became a source of jobs in West Covehead, and, by the mid-1970s, Allan Potato Handling Equipment was employing a full-time staff of seventeen, increasing to twenty-six during the peak business period, along with a regular office staff.

Over the years, Allan Potato Handling Equipment Ltd. has developed innovations in various types of potato handling machinery. By the mid-1970s, his manufacturing business was

producing about 200 different types of equipment, such as conveyors, graders, dumpers, and bin pilers. He was already being recognized for his contributions by 1975, when he received one of the two "Agrologist of the Year" awards from the Prince Edward Island Institute of Agrologists.

Allan's aim was always to design simple and versatile machinery that could reduce the costs and increase the speed and efficiency of potato farming operations. He built trailers, used for various purposes such as hauling farm machinery, that were quite manoeuvrable and easily detachable. He kept working on improving his potato harvesters as well; in 1977, he built a harvester that was said at the time to have the largest capacity of any in the world, again making the task of harvesting quicker and more efficient. A planter that he developed in 1978, out of frustration with the amount of maintenance demanded by the American machines, was considered to be very innovative because of its versatility, as it could be easily adjusted from one variety of potato to another.

Although many of the machine components are imported from various other manufacturers around the world, much of the metal work and all of the assembly is carried out at Allan's shop. Besides the business of manufacturing and assembling older designs, he continues to be active in the development of new designs. He will soon be launching a new model of potato harvester, which is once again quite possibly the largest on the market. Furthermore, some machines that he sold in the late 1970s, such as the 4-row tuber unit planter, continue to be in use, testifying to the durability and reliability of his designs. His innovations have attracted buyers beyond Prince Edward Island as well, as he has exported machinery to parts of the United States, Europe, and South America.

Allan's business is notable for many reasons. With his Island-based business he has been able to contribute to a transition in the agriculture industry, where innovation, for the most part, had been the work of entrepreneurs, machinists, and manufacturers based outside the province. In this way Allan has brought more of the economic benefits of mechanization back to his own community. Furthermore, through a constant process of innovation and expansion he has maintained a business that is designed to support Island potato farming, an industry that can be highly unstable, and he has done so successfully for four decades.

A Note on Sources

Articles on Donald Allan's inventions and his farm machinery business have appeared in issues of the *Journal-Pioneer*: see 5 June 1975, and 28 June 1978.

Edward MacDonald discusses the modernization and mechanization of Island agriculture in *If You're Stronghearted: Prince Edward Island in the Twentieth Century* (Charlottetown: Prince Edward Island Museum and Heritage Foundation, 2000), pp. 254–259.

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Owen Connolly

Owen Connolly was born in 1820 in the town of Donagh, County Monaghan, Ireland. He came to Prince Edward Island in 1839 at the age of nineteen. He was one of the thousands of Irish immigrants, chiefly from the County of Monaghan, to arrive on Prince Edward Island in the 1830s and 40s, seeking relief from the poverty, overpopulation, and inequitable land system of their homeland. He arrived, according to one chronicler of his life, "without money, friends, or influence," a circumstance familiar to many Irish immigrants at that time. What he did have was a great deal of cleverness, business sense, and a generous personality, characteristics that would grant him a unique place in the business history of the Island and make him one of our most important entrepreneurs.

Connolly began his life on the Island as a farm labourer for a family by the name of Smallwood in Lot 48. He saved enough money there to buy his own farm on the Monaghan Road (now known as Watervale). He was so prosperous as a farmer that he was able send for his parents in Ireland and buy an adjoining farm for them. After his marriage to Ann Hughes, he set up a small store for the country trade. He operated this until 1852, when he moved to Charlottetown and established a liquor and grocery store and a short-lived shoe-making business on Dorchester Street.

The business in Charlottetown was remarkably successful and, by 1860, he was so esteemed as a businessman that he was appointed Director of the newly established Union Bank of Prince Edward Island, which was later known as the Merchant's Bank of Prince Edward Island. He also owned his own bank, as the first Island agent for the Merchant's Bank of Halifax. By the mid-1860s, he felt the need to expand, so he built a new store at Dorchester and Queen in 1864.

Connolly's ventures were expanding in other ways as well, both in terms of variety and geography. He was unique in his ability to integrate successfully several levels of trade and commerce: he bought a wide variety of produce from local farmers, and supplied the rural market with a great deal of their household needs; he owned his own wharf, with three piers; and he owned several vessels for the shipment of produce to foreign markets and for supplying his stores. He was also becoming a prominent figure in the pork-packing industry, and claimed in his advertisements that he offered the highest price for pork by the carcass. His was said to be the largest pork-packing business in the Maritimes.

In the 1870s, Connolly's commercial influence was felt throughout the Island. He had a network of chain stores, the first of its kind on the Island, with branches in several communities. He had an extensive business in Souris, with a large store established in 1877, as well as a lobster factory near the town. He was a major exporter in Montague, where he built several warehouses, one of which was described as "the largest building of its kind on the Island." He also owned a great deal of real estate across the province, which was summarized in an obituary as "some of the best buildings in Charlottetown, Souris, Montague Bridge, Cardigan and Summerside, as well as fine farms in Charlottetown Royalty, St. Peters, Morell and Lot 48."

Connolly was renowned for his generous involvement in the life of his community. As an immigrant from Monaghan, he understood poverty well, and this was reflected in his acts of charity. In his later years, he distributed coal and blankets to the poor during the winter. His

charity also reached across the Atlantic to his home country when he donated money to those areas that were hit hardest by famine in the 1880s.

Connolly's largest act of charity was not known to the public until his death in 1887. In his will he instructed the executors of his estate to apply the remainder of his estate "for the purpose of educating or assisting to educate poor children resident in Prince Edward Island, who are Irish, or the sons of Irish fathers." The value of this estate was estimated at the time to be $250,000. The program for implementing this fund was established after a few years and was first applied to the support of several students of St. Dunstan's College. This was a tremendous help to the college, as well as to those students who otherwise would not have had the opportunity for such an education.

Connolly's achievement as a business leader seems all the more remarkable when it is considered that he arrived on the Island penniless, and would eventually be hailed as the wealthiest man in the province. However, it was more than mere wealth that made him unique. Merchants like Connolly were an important part of the economic development of Island communities. They provided farmers with an outlet for selling their produce and gave rural families access to goods that could only be obtained from outside the province. In the process they did a great deal to generate economic activity on the Island and to lay the foundations for future business development. Connolly was especially significant in this way because he was involved in so many aspects of local commerce; and, in his determination to keep his business continually growing, he made a direct impact on the business life of many of the Island's communities.

A Note on Sources

The largest secondary source on Connolly's life and business enterprises is a booklet entitled *Owen Connolly, Esq. 1820–1887* (Charlottetown: Estate of Owen Connolly, 1977), written by M. F. Hagan by authority of the Trustees of the Estate of Owen Connolly. It provides a brief biography as well as a collection of advertisements, obituaries, and other newspaper articles relating to Connolly. Also useful is "Owen Connolly -- Benefactor," by John Mullally, in the St. Dunstan's magazine *Red and White* 44 (Spring 1953) 3:129–133, available on microfilm at the UPEI library. Edward MacDonald has commented on the importance of Connolly's charity to St. Dunstan's in *The History of St. Dunstan's University 1855–1956* (Charlottetown: Board of Governors of St. Dunstan's University and Prince Edward Island Museum and Heritage Foundation, 1989).

There are two collections of primary sources on Connolly to be found at the Public Archives and Records Office of Prince Edward Island. The Owen Connolly Collection contains an account book; plans of lots, buildings and estates; and various other business records. The Owen Connolly Fonds is the larger collection, consisting of extensive business records regarding the Charlottetown and Souris enterprises; records of the Estate of Owen Connolly; and some records from various other businesses that relate to Connolly.

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Joseph Gaudin

Joseph Gaudin grew up in St. Louis at a time when a new and dynamic co-operative philosophy was being spread throughout the farming and fishing communities of Prince Edward Island. The Antigonish Movement, which provided the intellectual foundation for the co-operative movement in the Maritime region, reached PEI in the mid-1930s, and would have a powerful influence on the thinking of co-operative business leaders like Gaudin.

Gaudin began his role in the movement in 1947, after six years of service in the Canadian Armed Forces. In that year Gaudin moved to North Rustico and was manager of the People's Co-operative Association of North Rustico; he did this from 1947 until 1957. In 1949 he became manager of the North Rustico Fisheries Co-op, a position he held until 1964.

Gaudin managed the North Rustico co-op through the 1950s and early 1960s, when the co-operative and credit union movement on Prince Edward Island was losing momentum and in danger of completely fading from the business scene. Credit Unions were in a period of stagnation and losing their relevance in the community. But while membership in co-ops and credit unions dropped, Gaudin only became more deeply involved in the movement's leadership, and he would become instrumental in making it a relevant economic force again.

In 1965, Gaudin became Managing Director of the Prince Edward Island Credit Union League. The League was an educational and promotional organization, founded in 1938 to assist the credit unions in spreading the movement and in keeping up with change. Over the years its functions broadened; it became responsible for auditing and supervising member credit unions, and, in 1947, it established a Share and Loan Department, which functioned as a central credit union that collected surplus funds and made loans to member credit unions. By the early 1960s, when Gaudin was hired, the Department was suffering from a serious lack of capital.

As historians Marian Bruce and Emily Elizabeth Cran point out, when Gaudin became Managing Director of the League, he was faced with a badly ailing organization: "Of the fifty-seven credit unions that existed on paper, twenty-two had not operated for the previous five to fifteen years; another twenty had all but closed their doors. The delinquency rate on loans was about 60 per cent. People who had invested in the dead or dying credit unions were convinced they'd never see their money again." Credit unions were unable to provide the kind of service required to meet the needs of Islanders, so people were turning to banks and small loan companies, most of which had higher interest rates.

Gaudin offered the kind of leadership that could spearhead the necessary changes without completely alienating the grassroots of the movement: the local credit unions. He gained a reputation for being very practical, while still maintaining the original principles that had built the movement in the first place. His most challenging task was unifying a credit union community that had been divided by disagreements about the future development of credit unions. Before he took over, the League had announced that the credit unions would be consolidated. The way the message was delivered was considered by much of the membership to

be undiplomatic, and many local credit unions withdrew their support from the League because of this move.

When Gaudin became leader, he managed to get some of those disaffected members to offer the League some conditional support, provided he did his job effectively. He also paved the way for a smooth and orderly liquidation of the inactive credit unions. He led the League in setting up a stabilization fund that was successful in reimbursing all the shareholders in the twenty-two liquidated credit unions.

Gaudin was aware that many of the active credit unions were in danger of becoming dormant if they were not able to upgrade their services -- and that would require consolidation. Building support for the consolidation was a difficult task, for reasons that are quite understandable. Over the course of several decades, those who had formed those credit unions had worked very hard and took a great deal of pride in the accomplishment, so it was natural that they would resist the creation of a consolidated credit union. Careful management of the process by Gaudin and the League, however, ensured that the initial ventures into consolidation were successful, and could serve as encouraging examples for the member credit unions who were doubtful of the benefits of the process. In order to ensure that the new credit unions would have sufficient capital for providing large loans, the League negotiated a $2 million loan with the province, as part of the government's Comprehensive Development Plan. The League also secured a $200,000 grant from the government to assist the credit unions in offering salaries that were competitive enough to ensure capable management.

After the first consolidated credit unions were formed in Charlottetown, Summerside, and O'Leary, the improvement to services became apparent, and, by 1972, there were fifteen credit unions left on Prince Edward Island, most of which were formed by the consolidation process. The results of the consolidation were dramatic. The improvement to management and the level of services was almost immediately apparent, and several of the new credit unions had become self-sufficient -- without the need for subsidies from the League -- much more quickly than was predicted. The membership and assets of the credit unions experienced remarkable growth, indicating a renewed significance for the movement. In 1964, just before Gaudin became Managing Director of the League, there was a membership of 9,008 with assets of $2.7 million. When he retired from the League in 1981, there was a membership of 26,000, with assets of more than $40 million.

Gaudin's commitment to the community is not only apparent in his leadership in the credit union movement, but also in his involvement with many other organizations and institutions that have played an important role in the lives of Islanders. He was a member of the Board of Governors for St. Dunstan's University and later for the University of Prince Edward Island; he was chairman of the Fishermen's Loan Board, director of the Canadian Co-operative Society, president of the United Maritime Fishermen, chairman of the Prince Edward Island Marketing Council, and director of the Societé Saint-Thomas d'Aquin. As a result of his outstanding contributions to the community and his leadership in the credit union movement, he was inducted into the Credit Union Central of Canada Hall of Fame and, in 1984, was awarded an Honorary Doctorate by the University of Prince Edward Island.

A Note on Sources

The most important historical study that discusses Gaudin's work in the credit union and co-operative movement is an unpublished manuscript by Marian Bruce and Emily Elizabeth Cran entitled *The Co-operative History of Prince Edward Island* (Institute of Island Studies, May 1996). The PEI Collection at the UPEI library also has catalogued newspaper articles relating to Gaudin.

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Thomas Hall

Thomas Hall was born in Wilmot in 1836, a descendant of an Irish farming family. As a youth on his father's farm, he very quickly displayed abilities in mechanics and a mastery over wood and iron. As historian Allan Rankin explains, having "this natural ability, together with a firsthand knowledge of farming practices, he was ideally suited to a career as an agricultural machinist." According to a reporter for the Pioneer, Hall "never served a week to any kind of trade." He was only in his mid-twenties when he established his own carriage-building business in Summerside around 1860.

The carriage business was quickly successful and after a few years Hall was employing four men in the shop on Church Street. The Summerside *Progress* reported on his work in 1866, noting that, besides carriages, he was also building "threshing machines, fanners, and other agricultural instruments." His skill as an agricultural machinist was becoming well-known among farmers in Prince County, and it eventually led him to abandon carriage-building and concentrate completely on building and promoting his farm machinery, such as his renowned threshing machines and a prototype hay mower.

Hall's good fortune met with a serious reversal in 1873 when his shop was completely destroyed by a fire that spread through several buildings on Church Street. The building and its contents were not insured. He seems to have taken this as only a minor setback, as he almost immediately built a larger and better-equipped factory on Water Street. The new three-storey factory was outfitted with a steam engine that powered plainers, turning laths, moulding and boring machines, and a variety of saws. He also complemented his machinery manufacturing with the milling of wood finish for local house-builders.

During the 1860s and 70s, the town of Summerside grew quickly as a centre of commerce and industry in western Prince Edward Island. Farm machinery manufacturers were an important part of a growing business community that included shippers, shipbuilders, merchants, grist and saw mill operators, mechanics, and other entrepreneurs. As the popularity of his machinery grew, Hall became the most prominent manufacturer in Summerside. He repeatedly won prizes at the Prince County Exhibition, and his famous combined thresher-cleaner was recognized as being unparalleled in the Maritime region. In 1881, Hall demonstrated his machines at the Dominion Exhibition in Halifax, and the thresher-cleaner received first prize. The Pioneer praised him for his success, saying that he now occupied "the proud position of standing at the head of all the

mechanics in his line throughout the Dominion." That year he manufactured and sold forty-five threshing machines and fifty fan mills.

The factory continued to succeed throughout the 1880s, eventually operating under the name Hall Manufacturing Company. Hall appears to have been the only Island manufacturer of his kind to achieve this level of success at that time. He was so prominent in his field that he was exporting some machines to areas outside the Island, such as New Brunswick, Nova Scotia, and Quebec. It seems he had little need for advertising, as his reputation, bolstered by his demonstrations at exhibitions, was sufficient to sell his machines, even to farmers outside the province. By 1890 he had sales representatives throughout the Maritimes, and was known to give his own demonstrations to farmers in his area of the Island. Although he could not compete on a national level with the manufacturing companies of central Canada during the 1880s and 90s, he kept a steady business on the Island by concentrating his efforts on his most trusted machines, like the thresher. Many Island farmers felt no need to import machines from other parts of the country when there was a reliable manufacturer nearby who focussed on their needs.

Hall's significance in the agricultural machinery industry was not as an inventor, but as a meticulous improver. According to Allan Rankin, Hall's greatest talent was in adapting previously invented machines to local agricultural conditions, and in modifying them in such a way as to solve problems of inefficiency. With the Island's climate being more suitable for oats than other types of grain, it is likely that Hall designed his threshing and fanning machines to meet that particular local circumstance. Furthermore, his catalogues show a remarkable attention to detail and knowledge of the realities of agricultural work. For example, in his description of his "Level-Tread Horse Power," a treadmill used to power threshing machines, Hall displays a keen awareness of the problems involved in using horses to power farm machinery: "The lags being level, the horse's feet are in a natural position, and all strain on their legs and feet . . . is entirely prevented on our powers. It is not necessary for the horses to be shod at all as they can work on this power without shoes and not slip. It is the constant fear of slipping that makes much of the hard work for horses on other powers -- their nerves are continually strained which uses up their strength."

Hall also used his mechanical expertise to act as the Island sales agent for companies outside the province, to supplement the income he received from his own machines. In 1882, he was given exclusive rights to sell the "Farmer's Friend Broad-Cast Seed-Sower." He was soon responsible for assembling and selling other machines for the Island market. By providing machines made by out-of-province companies, as well as designing and manufacturing his own machines, Hall was providing an important service to the Island farming community.

Hall continued to sell his machines after the turn of the century, but by that time the company was focussing mainly upon the assemblage and sale of machines from other companies. Hall himself retired in 1914, and the factory passed into the ownership of the Holman family of Summerside. He was always a quiet and modest character, and, when he died in 1919, the *Examiner* commented that though he had little presence in the public eye, "he was of more real value to this country than many loud talking politicians."

A Note on Sources

Allan Rankin provides biographical information and commentary on the work of Thomas Hall in his article "Mister Hall's Machines" in *The Island Magazine*, Number 8, 1980, p. 7. He also discusses Hall in the commercial and industrial context of nineteenth-century Summerside in his book *Down at the Shore: A History of Summerside 1752–1945* (Charlottetown: Prince Edward Island Museum and Heritage Foundation, 1980). An entry on Hall by Harry T. Holman can be found in the *Dictionary of Canadian Biography*.

Descriptions of Hall's machines can be found in the Hall Manufacturing Co. catalogues. The 1888 edition can be found at the Public Archives and Records Office. The 1893 edition was reprinted by the Prince Edward Island Museum and Heritage Foundation, and is available at the PEI Collection in the Robertson Library at UPEI. Several newspaper articles on the Hall Manufacturing Co. are also catalogued in the PEI Collection.

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F. W. Hyndman

Frederick William Hyndman was born in 1841 in Princetown, Prince Edward Island. Hyndman's exposure to the world of marine travel and commerce, which would serve him well in his business career, began at a very young age, when his father was a successful shipbuilder and shipper with extensive trading activities in the Caribbean. His first career, however, was not in the shipping business but in the Royal Navy. He joined in 1856, at the age of fifteen, and began his career in the service of the Gulf of St. Lawrence and Newfoundland Survey. In that year he assisted in laying the telegraph cable between Newfoundland and Cape Breton, the first link in a cable that would connect North America and Europe. Over the next fourteen years, Hyndman would have a prestigious career as a naval officer and surveyor, serving in areas of the North Atlantic and the Mediterranean. He also had brief experiences in active military service.

Hyndman retired from the navy in 1870, and entered into a shipbuilding and shipping partnership with his brother Warwick. Warwick was struggling to maintain the family business after it suffered a drastic financial reversal, precipitated by the loss of three vessels and their cargoes, none of which was insured. This was a dramatic example of the sort of risks involved in international shipping and trade at that time. The shipping news, especially during the fall and winter months, would be peppered with reports of ships that had been wrecked or had run aground during storms. In 1871, it was reported that one of Warwick's ships, the Adelaide, had been wrecked off Cape Breton, with the vessel and cargo only partially insured. He was forced to sell off the damaged and frozen produce it was carrying for what was described as "a trifling sum."

The awareness that shippers and shipowners constantly faced such risks was probably a motivation for the brothers to enter the marine insurance business. The brothers would also have been aware of how difficult it was to obtain marine insurance at that time, as policies would have to be arranged with companies in major metropolitan centres located off the Island, and communication with those cities was often difficult and unreliable. The Hyndmans' insurance company began in conjunction with their existing business, under the name Hyndman Brothers,

who advertised themselves as "Coal Merchants, Shipowners, Shipping Agents and Insurance Agents."

In August of 1872, Frederick Hyndman began his own marine insurance company, under the name St. Lawrence Marine Underwriters, and acted as Secretary, Underwriter, Claims Manager, and Agent, working strictly in the area of marine insurance. Success in marine insurance business required an intimate knowledge of marine matters. Without such knowledge, re-insurance from larger British companies would be impossible to secure. Hyndman's expertise, gained from his experience as a surveyor for the Royal Navy and from his involvement in the shipping and shipbuilding business, earned him an eventual appointment as Lloyd's Agent for Prince Edward Island.

The success of the business led to an expansion of the services it provided. Life insurance, provided by Standard Life of Edinburgh, was added the same year the company was founded. Hyndman was observant enough to recognize that the Island's shipping and shipbuilding industry was in decline in the 1870s. The construction and use of wooden sailing vessels was no longer the backbone of the Island's economy, and this meant that the demand for marine insurance was quickly disappearing. Hyndman's response was to focus his business on other areas of insurance that could provide a broader and more secure clientele, particularly life and fire insurance.

Hyndman's provision of fire insurance would have been, like marine insurance, an important service not only to homeowners but also to the business community of the Island. In the summer of 1883, Hyndman paid out policies for several businesses destroyed by fire. Among these policy holders was John MacLean, whose lobster factory was one of the largest on the Island and employed over a hundred men. It had burnt to the ground, along with all of its stock. A month later, a real estate owner in Charlottetown lost a store, warehouse, stables, and office. Hyndman paid out the policies of both these clients quickly and in full as an agent of the Northern Assurance Company. The *Summerside Journal* found this noteworthy, saying that the "prompt settlement of these claims by the ‘Northern' speaks well for Mr. Hyndman's company." Such expeditious settlement, and the trust it would build between Hyndman and his customers, would not have been possible if the policies were held by a company outside the province.

Hyndman remained one of the managers of the company until 1916; when he died in 1923, the business still remained in the hands of the Hyndman family, a tradition that continues to the present day.

As a provider of insurance, Hyndman was especially significant because during his career he would manage the business through some of the Island's most dramatic economic transitions, especially the collapse of the shipbuilding industry, and continue to provide a reliable service that responded to the needs of the Island community. As the way of life of Islanders changed, and new forms of insurance, such as automobile insurance, became necessary, the company continued to branch out and adapt as it had during Hyndman's career. In this way, the company that Hyndman founded would become an Island institution.

A Note on Sources

Hyndman wrote an unpublished memoir of his experiences in the Royal Navy, which provides a brief chronicle of his life after the navy, including his involvement in the shipping and insurance businesses. It is available at the Public Archives and Records Office. Other short biographical sketches exist, including one in *The Canadian Album: Men of Canada* (Brantford, Ont: Bradley, Garretson, 1891), p. 419.

Hyndman and Co. published a booklet in 1932, which provides a brief history of the company as well as short biographies of Hyndman and the other managers and directors. Fred Hyndman, great-grandson of F. W. Hyndman and current Director of the company, wrote a short unpublished history of the company entitled "From Sailing Ships to Microchips: 125 Years of Insurance Brokerage on Prince Edward Island," which provides some details about the founding of the company and about Hyndman's career in insurance.

The PEI Collection at the UPEI library has catalogued several newspaper articles on Hyndman & Co.

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Carol Livingstone

When Carol Livingstone was growing up in West Point in the decades after the Second World War, Prince Edward Island was experiencing a period of radical economic transition. Changes such as centralization of services and schools, the rationalization of major industries, and the transition toward larger farming operations tended to occur at the expense of small rural communities such as West Point. A widespread recession beginning in the 1970s did not help matters, and, by the 1980s, these communities were on the economic periphery, burdened by lagging local industries and a decline in small family farms, resulting in high unemployment and a general sense of malaise and stagnation.

Early in the 1980s, Livingstone began to express concern about the lack of government action to support the West Point area, so she approached a local Liberal who was campaigning for the federal riding of Egmont. She questioned him about the lack of funding for the development of West Point, only to be met with the reply, "Well, what did you ask for, Carol?" Livingstone realized that demands for funding were of little use when the community had no organizational nucleus of its own to plan and carry out development. Her first project was to organize a group of local residents to make plans for the area. "We decided it was time to turn things around, to put some heart back in the community." The first of their plans was to build an addition to the old West Point schoolhouse for the purpose of turning the building into a community centre. For this they secured funding from the Canadian Community Development Project. In the years that followed, the projects continued, and Livingstone gained a reputation for having an ability to present focussed and clearly presented proposals for further community development, a skill that made her one of the most successful community leaders on the Island.

In 1983, the community group incorporated themselves under the name West Point Development Corporation. Its objectives were to create employment, improve the local craft industry, and

promote tourism for the area. The focus of their energies became the restoration of the century-old West Point Lighthouse, a unique piece of architecture and a valuable historical artifact, which, having been unmanned for twenty years, had been in a serious state of decline. Livingstone and the Development Corporation saw the building's potential as a heritage site and tourist attraction. With further assistance from the Canadian Community Development Project, as well as help from local community sources and the Coast Guard, the lighthouse was renovated and the dwelling that had once been attached to the tower was rebuilt according to the original plans. The next year, the West Point Lighthouse was opened as an inn, with three guest rooms and a chowder kitchen.

Livingstone also assessed the condition of the deteriorating Cedar Dunes Provincial Park adjacent to the lighthouse, and in 1985 she and the Development Corporation successfully lobbied the government for improvements, preventing the park from being closed. Over the next few years, the projects of the Development Corporation continued, and quickly generated new employment and economic activity for the area. The corporation began work on a museum in the lighthouse tower, which would become an important heritage site and interpretive centre in Prince County. The Lighthouse chowder kitchen was expanded into a full-fledged restaurant with an improved kitchen and a new extension to the building. By 1988, the West Point Lighthouse restaurant had a fully licensed dining room with a seventy-seat capacity, as well as an outdoor serving area with fifty seats.

As the numbers of visitors grew in the late 1980s, six more rooms were added to the inn, including a unique luxury suite located in the tower of the lighthouse. By this time, the West Point Lighthouse employed about twenty people, and provided spin-off jobs for construction workers. The positive change in the community was receiving widespread recognition. In 1989, *Atlantic Business* described West Point as a community that was blossoming as a result of the economic improvements led by the Development Corporation. In the same year, Livingstone received the "Innovator of the Year Award" from *Atlantic Insight* magazine. A writer for the magazine said that Livingstone had spearheaded "one of the most successful CED [Community Economic Development] models in the region."

During the 1990s, Livingstone's accomplishments continued to receive recognition, to the point that she was developing a national profile. Writing for the travel section of The Globe and Mail, Alexander Bruce referred to Livingstone as an "Anti-Recession Guerilla." Indeed, the success of the West Point Lighthouse was an important event for such an economically marginalized community, as it paved the way for other businesses and community projects in West Point. By drawing so many visitors to the area, it fuelled the success of establishments such as the Lighthouse Craft Shop and the Cedar Dunes Provincial Park, and was an impetus behind improvements to the harbourfront and the local fire department. Because of the unique accommodations it provided (an inn operating in an active lighthouse), it has become an important attraction for international visitors in western Prince Edward Island. The lighthouse and the museum it houses also serve as an important site of heritage preservation and historical interpretation for the Island.

Although she no longer manages the West Point Lighthouse, Livingstone has continued as a crusader for heritage preservation on Prince Edward Island through organizations such as the

Community Museums Association, as well as the PEI Lighthouse Society, an organization she formed in order to help preserve Island lighthouses and improve co-operation among the various lighthouse establishments. Over the years she has been involved in a wide range of endeavours to develop the economy of her community and of the Island. In her career in adult education, she has taught job entry courses and has been a promoter of entrepreneurship for women. She has also served on the West Prince Chamber of Commerce, the West Prince Tourist Association, the West Prince Arts Council, and the PEI Tourism Marketing Committee, and has received several awards from local organizations for her community leadership and her promotion of the tourism industry.

A Note on Sources

Many newspaper and magazine articles relating to Carol Livingstone, the West Point Development Corporation, and the West Point Lighthouse are catalogued at the PEI Collection in the UPEI library. These include *The Guardian*, 28 March 1988, p. 2; *Atlantic Insight* 11(1), January 1989, pp. 24–27; *Atlantic Business* 8(5), September/October 1989, pp. 20–22; *Commercial News*, October 1991, pp. 19–22; and *Globe and Mail* "Destinations" section, 17 April 1992, p. 12.

Marian Bruce, in an unpublished manuscript entitled "What About St. Peter's? Development and the Environment in a Prince Edward Island Coastal Community" (Institute of Island Studies, 1994), pp. 49–51. briefly discusses the West Point Lighthouse, and Livingstone's role in it, as an example of successful locally driven community development.

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Elmer MacDonald

Elmer MacDonald was born in 1925 in Wheatley River. He helped out on his father's farm until he was in his late teens, when he bought fifty acres of land in New Glasgow. He moved there in 1944 and began a mixed farming operation. Eventually he moved to Hunter River to concentrate more on dairy farming; his father gave him one cow to start it up. In the early days his business was a small, mixed operation. He provided customers with milk and eggs, and he was also involved in the swine industry. It was his growing Holstein milking herd, however, that became the most important part of his operations. In 1965, he purchased a dairy in East Royalty, and began the business that would become known as the "Health Milk Company."

The company began at a daily output of 800 litres per day, and concentrated solely on the production of fluid milk. Over the next ten years, his milking herd grew and he bought up more land surrounding the farm in Hunter River. Sensing the need for greater control over the entire dairy production process -- "from cow to consumer" -- MacDonald moved his dairy operation in East Royalty to the farm in Hunter River in 1975. By this time, Health Milk was becoming a much larger establishment. MacDonald had taken important steps towards modernizing the business, especially through the installation of new equipment, such as a plate cooler that would take 40 degrees of heat out of raw milk before it reached the farm tank, and underground pipes

that took the milk from the large receiving tank to the dairy, where it would be pasteurized, homogenized, and cooled. He developed a distribution system, which covered much of Queen's County with four delivery trucks. The entire business employed sixteen people.

Health Milk Company continued to experience remarkable growth and innovation in the ensuing years. MacDonald began to branch out into the development and marketing of new dairy products, rather than concentrating on fluid milk alone. By the mid-1980s, he had already introduced new products such as chocolate milk, blend, cream, and egg nog, as well as four varieties of juice. He had also become a major Island distributor of cottage cheese and eggs.

MacDonald's concentration on creative marketing of products made him an important innovator for the agricultural industry on Prince Edward Island. In the 1980s, marketing experts who were observing developments in food industries were suggesting that the potential for meeting the "needs" of the consumer had been maximized, and that it was more important to concentrate on consumer "wants." Price was not to be the most important consideration in marketing; it was now more important to consider new consumer concerns such as the convenience, packaging, nutritional value, variety, and quality of the foods.

After conducting a market potential and feasibility study with the federal Development Bank, MacDonald introduced a line of yogurt and ice cream in a variety of flavours. Though he was one of several dairy producers in the Maritimes, he developed marketing schemes and packaging that gave his products a unique character. He began placing more emphasis on promotion through demonstrations in malls and trade shows. As part of his line of yogurt products, he launched a drink called "Yo-Go," a blend of yogurt and fruit juices with no artificial ingredients, marketed as a natural alternative beverage.

By the late 1980s, Health Milk Company was supplying dairy products to buyers in New Brunswick, Nova Scotia, and the Magdalen Islands. He also had about 3,000 home delivery customers around the Island, served by nine delivery trucks. He continued to manufacture all of his products at the dairy in Hunter River, and his farm still supplied much of the raw milk he needed. Between the production and delivery, MacDonald employed thirty-five people. At the same time, he was supporting other local dairy producers by purchasing their milk through the Milk Marketing Board.

In the 1990s, MacDonald's most well-known marketing campaign was the launching of his own brand-name, "Elmer's," which was used to market ice cream, yogurt, and frozen yogurt. To promote the products, he began appearing in television commercials as "Uncle Elmer," and opened "Elmer's Dairy Bar" with locations in Cornwall and Shediac. With this campaign, which included the use of the Anne of Green Gables™ motif in packaging and promotion, MacDonald gave his products a quaint and rustic image, capitalizing on the perceptions of the Island that the tourism industry had been promoting in order to draw visitors. The "Elmer's" brand name continued to be used until MacDonald sold the company to Farmers Dairy in Nova Scotia in 1996.

Over the years, MacDonald has been accorded a great deal of recognition for his leadership in the Island food industry. He received the 1987 Business Management Award from the Federal

Development Bank, the 1990 Institute of Agrologists Recognition Award, the 1994 Dairy Industry Service Award from the PEI Milk Marketing Board, and the 1996 Award for Entrepreneurial Excellence from the Greater Charlottetown Area Chamber of Commerce, as well as induction into the Atlantic Agricultural Hall of Fame. Besides his leadership in the business community, MacDonald is well-known for his extensive community activities. He donated to the Central Queens Soccer Club land for a soccer field, which now bears his name. He has been a deacon in the New Glasgow Christian Church, and an important donor to 4-H, Allied Youth, and the Annual Terry Fox Run. In 1997, he was a member of the Campaign Committee for the Queen Elizabeth Hospital fundraiser, which surpassed its objective of $7 million.

A Note on Sources

The PEI Collection at UPEI has catalogued several newspaper and magazine articles on Elmer MacDonald and the Health Milk Company. These include articles in *Atlantic Advocate* 78(7) March 1988, pp. 36–37, and in Partners in Business 1(1) April 1994, p. 2.

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John MacLean and Uriah Matthew

John MacLean was born in 1841 in Mount Herbert. He was raised and educated there until he began attending Prince of Wales College in Charlottetown. After graduating from Prince of Wales early in the 1860s, he worked as a school teacher. He left his teaching position in 1864 to begin a career in business, first as a clerk with Heartz and Son, a prominent Charlottetown business operated by Richard Heartz. In 1867, Heartz and MacLean opened a dry goods store under the name MacLean Heartz & Co. In 1869, MacLean entered a partnership with another Charlottetown clerk at Heartz and Son, Uriah Matthew.

Matthew was born in Charlottetown in 1842. He spent the earlier part of his career working with his family's carriage-building and blacksmithing business. He and MacLean both moved to Souris in 1869 to begin a general merchandise business there, with some financial backing from Benjamin Heartz of Charlottetown as an equal partner. Matthew and MacLean eventually bought up Heartz's share after they were firmly established as a business.

Souris in the late 1860s had the potential to become an important commercial centre for Prince Edward Island. The fishing and agriculture industries of eastern King's County were growing and prosperous, and Souris had a harbour that was open for navigation longer than any other port on the Island. It was, therefore, an appropriate location for merchants and exporters to develop commerce. Indeed, the 1860s and 70s would see a remarkable growth of business ventures in the village. By the late 1870s, descriptions of Souris in Island newspapers invariably commented upon its increasing business and tourism activity, and its growing importance as an unofficial capital of King's County. They would also make frequent reference to Matthew & MacLean as a leading business establishment.

Improvements to the harbour and the establishment of a railway station only added to its potential as a centre of trade. In 1879, one reporter for the *Patriot*, observing its recent

developments, hesitated to call it a "village," saying, "I suppose I should designate it by the more aristocratic application of town." The distinction was important, as it indicated that those living in eastern King's County were no longer distant from a dynamic centre of trade and industry, a location where they could purchase a variety of goods and services, gain access to a steady market for their fish and agricultural produce, and, in many cases, find employment after the decline of the shipbuilding industry turned so many people in small communities out of work.

The Matthew & MacLean company was a substantial contributor to this development. Although there were other large firms based in Souris, none of them would equal Matthew & MacLean in terms of diversity or long-term economic influence. The firm began as a dry goods store in Souris, but over the years the business branched out and Matthew and MacLean became experts at the kind of diversification and vertical integration that made Owen Connolly so successful in Charlottetown. They were direct importers of dry goods from Britain and America, and, over the years, Uriah Matthew himself made trips to Britain, to select goods from a firm in Manchester. They eventually became the most important merchants of dry goods and hardware in eastern King's County, providing, as local historian George A. Leard has said, "everything in hardware from needles to anchors and everything in dry goods from cotton warp to fur coats."

By the 1880s, the Matthew & MacLean lobster factories were also becoming an important part of the economy of eastern King's. They operated several lobster canning facilities in the County, all of which provided a great deal of employment for the local area. According to a report in the Summerside Journal in 1883, the lobster factory at Bull Creek was one of the largest in the province, and employed over a hundred people. This was a significant part of their export business and contributed to the town's connection to the world of international commerce. Vessels carrying canned lobsters and pickled fish from the Matthew & MacLean factories would sail to the West Indies and return with salt needed for fish processing.

Matthew and MacLean spread their influence beyond Souris by establishing branch stores as well. In 1887, they set up a branch store in Dundas, where they also operated a starch factory for some time. Four years later, the store was moved to Bridgetown, where it remained in operation until 1967. By the early 1900s, they also operated fish stands at Little Harbour, Red Point, and North Lake. They established an outlet beyond Prince Edward Island as well, with a branch store in the Magdalen Islands where they were key suppliers of merchandise, fishing supplies, and basic household goods such as flour and sugar. They were also shipping agents for the vessels that regularly carried goods to the Magdalens.

Uriah Matthew continued his involvement with the company until near the end of the 1890s, when a stroke left him seriously ill. He died in 1902, leaving his son, Brenton, with his share of the company. The firm carried on, with John MacLean retaining his share. His sons Harry D. and Roy C. became involved in 1903. Eventually Harold G. Matthew, another son of Uriah Matthew, would be associated with the company.

The Matthew & MacLean company continued to grow throughout the early decades of the twentieth century under the leadership of John MacLean. Their fishery operation, based at the Souris wharf, was an impressive force in the local economy. In the early 1900s, according to local historian Adele Townshend, "there were 30 boats engaged in ground fishing for the

Company and a dozen men employed full-time on the wharf." In the 1920s, the company was at the height of its activities. One writer has commented that "it was astounding the number of people that were employed to maintain the Firm's variety of operations" during the 1920s. "The upkeep of the merchandizing, fisheries, agricultural, coal, canning and transportation entities required the employment of more than two hundred people." By the 1930s it was involved in so many aspects of the local fishery that it was even importing tin from England and manufacturing the cans for the packaging of lobster and mackerel. John MacLean continued as head of the company throughout all of these developments until his death in 1936. The company remained in the family and continued to be a prominent part of the economic life of eastern King's until it surrendered its charter in 1982.

The Maritimes in the 1870s saw a multitude of small family enterprises that were responding to the economic needs of their locality. Matthew and MacLean were an important example of this phenomenon on Prince Edward Island. They built their business at a critical period in the Island's history, when its most important industry, shipbuilding, was experiencing its final decline. The shipbuilding industry had not only been the most important source of commercial activity on the Island, it had been the largest employer. By building up a large fisheries, export, and manufacturing enterprise, Matthew and MacLean contributed to making Souris an active centre of commerce and industry even after the decline of shipbuilding, and they provided employment to many workers in the town and its surrounding communities. During that period, and long after, Matthew & MacLean was probably the most important business in eastern King's county.

A Note on Sources

Adele Townshend's *Ten Farms Become a Town: A History of Souris, Prince Edward Island 1700–1920* (Souris, 1986) has several references to Matthew and MacLean in the context of the commercial life of Souris in the late nineteenth and early twentieth centuries. The PEI Collection has catalogued several newspaper articles on Matthew & MacLean, as well as articles on Souris dating from the late nineteenth century.

Biographical sketches of John MacLean can be found in the *Canadian Directory of Parliament, 1867–1967* (Ottawa: Public Archives of Canada, 1968), p. 425, and in *Past and Present of Prince Edward Island* (Charlottetown: B. F. Brown, 1906), p. 705.

A brief biographical sketch of Uriah Matthew can be found in the finding aid for the Matthew family fonds at the Public Archives and Records Office. This collection also contains some of his business records and letters.

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Lucy Maud Montgomery

Lucy Maud Montgomery was born in 1874 in the north shore community of Clifton. When her mother died less than two years later, she was taken into the care of her maternal grandparents, who raised her in Cavendish until she was fifteen, when she moved to the thriving prairie town

of Prince Albert, Saskatchewan, to live with her father. It was there that Montgomery, who had been practising her writing skills since she was a child, began producing her first published verse and prose -- mostly essays and poems for writing competitions and newspapers all over the country. After a year in Prince Albert, she moved back to Prince Edward Island, where her grandparents eventually sent her off to Prince of Wales College in Charlottetown. She completed one year at Prince of Wales and then taught school for a year, eventually earning enough money to attend Dalhousie College in Halifax.

At Dalhousie, Montgomery earned a reputation for her success at earning money from her literary talents, as she published several short stories and poems in various American magazines. It was not enough money to support her education, however, and after a year in Halifax she returned to the Island again. She taught for two more years, all the while following her enduring passion of writing. After moving back to Cavendish in 1898, she began a relatively successful period of selling her writing, and, by 1900, her stories were appearing in prestigious magazines such as *Good Housekeeping*. In 1902, after a brief period working for the *Daily Echo* in Halifax, she was able to sell twenty-five of her stories. The next few years were quite productive in terms of both her creative output and the financial benefits; in 1906, she sold a story to *Everybody's* magazine for $100. That year she earned over $700 for her writing.

Montgomery's breakthrough came in 1908, when the manuscript for her first novel, Anne of Green Gables, was accepted by L. C. Page Company of Boston. They not only approved the novel for publication, they also requested that she write a sequel. The novel, set in the fictional Island town of Avonlea, tells the story of a precocious young girl who finds herself in an endless conflict with a repressive social environment, and who transforms her adopted household with her boundless spirit and imagination. The novel was an instant success. As biographers Mary Rubio and Elizabeth Waterston point out, the literature market at the time was favourable to Montgomery's style of storytelling: "increasing literacy worldwide had created a huge readership of men, women, and children ready to devour popular fiction with good plots and strong characters." Montgomery had an accessible style, rebellious but charming characters, and she transformed the Island to an idyllic landscape that appealed to the nostalgia and romantic sentiments of her audience. With these qualities, she gained a unique and enduring presence in the world of popular literature. Her success also gave her a level of financial success that she had never known before; her first royalty cheque from the novel was for $1,730.

Her fiction would bring her further success as she continued to write in Cavendish over the next three years, producing the novels *Anne of Avonlea*, *Kilmeny of the Orchard*, and *The Story Girl*. In 1911, she married Ewan MacDonald and moved to Leaskdale, Ontario. MacDonald was a Presbyterian minister, so, until his retirement in 1935, Montgomery's life was divided between the duties of a minister's wife and her writing career. Despite this circumstance, she continued to produce about one novel a year, and her prestige and fame grew accordingly. In 1923, she became the first Canadian woman to be selected as a Fellow of the Royal Society of Arts of Great Britain. When she died in 1942, she had published a total of twenty-five books, mostly novels, and had been long recognized as one of Canada's most successful writers.

Though most of the use of the "Anne" theme by the tourism and entertainment industries occurred after her lifetime, Montgomery did live to see the first stages of the cultural and

economic effects that her literary creations generated for Prince Edward Island. As Shelagh Squire has observed, "the wide- ranging appeal of her novels has led to the transformation of her literary landscape into a tourist landscape." The development of Cavendish from a small rural hamlet to an important Canadian tourist mecca was a direct result of the popularity of Montgomery's books. Historian Alan MacEachern points out that long before the end of Montgomery's career, "tourists began to visit P.E.I. on a kind of pilgrimage, hoping to capture the atmosphere of the Island that Montgomery captured." Cottages and tourist hotels were established to meet the demand for accommodations. A local family named their house "Green Gables" and began operating it as a bed and breakfast; it was eventually acquired by the National Park, which had been established in Cavendish in 1937, and became the main Montgomery-related tourist attraction on the Island.

Montgomery's accomplishments were all the more remarkable when considered in light of the social and cultural circumstances in which she struggled to establish a writing career. As Jane Ledwell points out, there was little possibility of an Island woman of the middle classes achieving an independent career, especially in literature; they "did not have the privilege of free time because their work in the household was integral to the economy." With the growth of popular literature, it was possible for a woman to supplement the household income with the sale of her writings to magazines and newspapers. Montgomery, however, was exceptional, as she achieved a degree of financial independence unprecedented among women writers of PEI. In this way, she managed to break through the traditional social barriers that restricted the career opportunities of Island women.

A Note on Sources

Biographies of Lucy Maud Montgomery include Mollie Gillen's *The Wheel of Things: A Biography of L. M. Montgomery* (Don Mills, Ont.: Fitzhenry & Whiteside, 1975) and Mary Rubio and Elizabeth Waterston's *Writing a Life: L. M. Montgomery* (Toronto: ECW, 1995).

For a discussion of Montgomery in the context of women's writing on Prince Edward Island, see Jane Ledwell's "Freeing Verse & Liberating Stories: Literary Writing by Prince Edward Island Women in the Twentieth Century." This essay is part of a series entitled *First Hand: Arts, Crafts and Culture created by PEI Women of the 20th Century*, which can be found in the following location on the PEI government website: http://www.gov.pe.ca/firsthand/

Discussions of the relationship between Montgomery's work and the Island tourism industry can be found in *Tourism Development and Literary Landscape: L. M. Montgomery's Prince Edward Island* (Ottawa: Carleton University Dep. of Geography, 1988) by Shelagh Squire, and *No Island is an Island: A History of Tourism on Prince Edward Island 1870–1939* (Kingston, Ont.: Queen's University, 1991) by Alan MacEachern, pp. 102–103.

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Patrick Morris

Patrick Morris spent the early part of his career as a CNR station agent, merchant, and potato farmer in Kinkora, Prince Edward Island. After several years of operating a general store and steadily expanding his potato acreage, in 1946 Morris took advantage of the growing market for superior livestock feeds on the Island and built a four-storey feed mill in Kinkora. There he began producing feed under the national Shur-Gain brand name. Though there were other feed mills on the Island, Morris's association with Shur-Gain was important, as the name represented the kind of scientifically developed food concentrate that farmers were looking for in order to boost production and meet the demand for beef, pork, poultry, and dairy products, which was developing both on and off the Island.

After building the mill, Morris began buying grain, milling and packaging it in Kinkora, and the business experienced remarkably rapid progress. At first, the mill only served the local mixed-farming community around Kinkora, but it soon expanded into a wholesale business with direct trucking to dealers in Prince County. Finding the trucking system impractical, Morris decided to set up a more central location, and opened up a second mill in Summerside in 1949, providing better service for dealers in the county. Eventually he built up a clientele throughout the province, so in 1953 he bought a warehouse in Charlottetown and used it to serve dealers at the eastern end of the Island. By the mid-1950s, there were 125 stores selling his feed on the Island. With three locations for his business, Morris now employed about twenty people.

With farmers investing more in poultry and livestock production, Morris's feed production rose dramatically to satisfy demand. Between 1947 and 1954, his production increased by 500 per cent. He was also selling his feed beyond the Island to locations in Nova Scotia.

Morris's success was partly the result of a consistent willingness to expand and upgrade. "Experience has shown me that if you build small you're soon in trouble; but if you build big then you'll work hard to run to capacity," he said in 1954, not long after he carried out a thorough modernization of his Kinkora mill. This involved converting to a system in which the grain moved through all the steps of milling, mixing, weighing, and bagging by gravity, thereby improving efficiency considerably. Morris also ensured the use of the best machinery, such as an advanced oat huller, which may have been the only one of its kind in the Maritimes. Besides his use of the most recent technical innovations, Morris also gained a widespread reputation for shrewd financial management, and he became a well-known business consultant in eastern Canada.

In his advertising campaigns, Morris combined promotion of his business with a substantial contribution to community service. In the 1950s, he sponsored a daily radio program providing agricultural market reports. He also contributed to the "Shur-Gain Amateur Cavalcade," a Saturday evening radio show that gave Island schoolchildren the opportunity to take part in weekly musical competitions. He contributed to his local community in many ways as well, not least through helping to develop other businesses in the Kinkora area. He was also president of the East Prince Conservative Party, a member of the Potato Marketing Association Board of Directors, a member of the Prince County Hospital Board of Directors, and a trustee of the Kinkora school district.

Before he became a prominent business figure, he was already involved in efforts to improve the economic conditions of the Kinkora area, specifically through education. In 1940, he was part of a group of school trustees that took issue with the provincial government to expand the Kinkora school to include grade 11. They were succesful, and in 1941 Kinkora became the first rural school district on the Island to offer grade 11. In 1953, when the Department of Education made grade 12 a requirement for completing high school, the Kinkora school district applied for expansion again. They were told it would be too expensive, so a fundraising campaign began. Morris then made a challenge to potato farmers, telling them he would match bag-for-bag whatever contributions they made to support the fundraiser. The campaign was successful, and in 1955 grade 12 was added to the Kinkora school.

A Note on Sources

Sources of information on Patrick Morris's business and community involvements include an article by George Keefe from *Milling and Feed*, October 1954, p. 22–23, as well as G. K. Farmer's *Around Kinkora Area*, pp. 105–107.

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Keith Rogers

When Keith Rogers was born in 1892, the technology of wireless communication existed only in the form of initial experimentation. His own interest in the technology began in childhood. He spent a great deal of his youth tinkering with a wireless set connected to a makeshift aerial. His interest took a practical turn in 1909, when the Coast Guard hired him as a wireless operator on an icebreaker. Two years later he became the commanding officer of PEI's signallers, a position that by this time involved experimentation in wireless technology. He set up Canada's first successful portable wireless at Petawawa military camp in Ontario. In 1914, war broke out in Europe, and Rogers was posted to Halifax as Fortress Signal's Officer, a post he held for the duration of the war. He returned to the Island in 1919.

To keep himself and his family financially secure, he worked in his father's insurance business, eventually operating independently within the company and becoming the provincial representative of Canada Life. Meanwhile, he continued to experiment with wireless technology. He also began selling radio receivers at a local hardware store. In 1925, the federal government granted Rogers a commercial license, and his previously experimental station was given the new call letters CFCY. This marked the beginning of a long process of expansion and power increases for the station. Rogers began broadcasting new kinds of programs, such as live performances by concert musicians.

It was during the Great Depression that CFCY experienced its first substantial period of expansion. Despite the general economic decline, many circumstances at this time were actually conducive to the growth of a radio culture. As Betty Rogers Large points out, during the Depression radio "played an important part in keeping people's minds off their worries, and as they tended to stay home more, a radio set became an everyday necessity." Also, the sets were

remarkably cheap, and were therefore one of the few commodities available to a large section of the population.

During these years, CFCY was becoming a bigger business. The station's fortunes took another turn for the better in 1936, when Rogers was able to increase the power to 500 watts, with a new transmitter consisting of two 150-foot steel towers just outside the city. With this new transmitter, CFCY formed a listening audience spread over all of PEI and large parts of New Brunswick and Nova Scotia. The broadcasts could even be picked up in areas as far away as New England and Newfoundland. The station was also developing an important relationship with the business community, bringing in sponsors from all over the region.

By this time, Rogers had built up a small staff of technicians and announcers who were contributing to the unique character of the station. Art MacDonald, whom Rogers hired as a station manager and announcer, was bringing in new talent from the Maritimes, such as the singing cowboy, "Tex" Cochrane. MacDonald also began a CFCY magazine, and gave the station its well-known tag, "The Friendly Voice of the Maritimes." Throughout the 1930s, members of the growing staff created shows such as "The Outports," featuring traditional music; "The Early Birds" with skits and poetry reading; and "The Sleepy Town Express," a children's show. Such programs gained enormous popularity all over the Maritimes.

The most popular of CFCY's personalities to be brought in during these years was Don Messer, a fiddler who began broadcasting on the Island in 1939, after a few years on New Brunswick radio performing with his group "The Singing Lumberjacks." The group was renamed "The Islanders" when they moved to Charlottetown. Messer and the other musicians, especially the two singers Charlie Chamberlain and Marg Osborne, would eventually become so popular that the program began a national broadcast on CBC television in 1958. Messer's show became famous for music that had a traditional, regional quality, but appealed to a large audience.

While CFCY continued to serve the entertainment and informational needs of the public and the advertising needs of the business community, Rogers spent a great deal of energy promoting the interests of broadcasting in Canada. In 1946, while he was President of the Maritime Association of Broadcasters and Hon. President and Vice-Chairman of the Canadian Association of Broadcasters, Rogers was a member of a committee presenting a brief on broadcasting to the federal government, one that stressed the importance of privately owned, community-based broadcasting. He consistently emphasized the need for broadcasting as a form of service to the community. In the early 1950s, he began seeing such possibilities in the development of television, and spoke about it in his speeches. Until his death in 1954, he continued to be an active public speaker, and a leader in the promotion of the broadcasting industry.

Keith Rogers began his career at a time when the Island was behind other parts of the country in terms of technological progress and communications. In the 1920s, the Island had the lowest ratio of telephones to people of any province, and the use of electricity in the home was still a very localized phenomenon. It was in such circumstances that Rogers introduced Islanders to the world of local radio broadcasting.

Rogers took a substantial risk in attempting to create a business out of a technology that was new and unfamiliar to the people he was serving. But because of his sensitivity to the needs of the community and his understanding of the potential of radio as a form of public service, he was able to ensure that the audience would be comfortable with the new medium, as opposed to being alienated by it. He also made an important impact on advertising on PEI. With the development of broadcasting came a new and innovative form of advertisement for local businesses. Rogers transformed what had been a technical novelty into a thriving business and public service that would continue to grow long after his death. He made a significant impact on regional culture by providing a venue for the musicians of the Maritimes and by providing a launching pad for the careers of nationally renowned artists such as Don Messer. Rogers was a great leader in the communications and entertainment industries, and an important figure in the cultural and economic development of Prince Edward Island.

A Note on Sources

The most detailed secondary work on Keith Rogers and CFCY is *Out of Thin Air* (Charlottetown: Applecross Press, 1989) by Betty Rogers Large and Tom Crothers. This books serves as a biography of Keith Rogers, a history of CFCY, and a memoir by Betty Rogers Large of growing up around radio enthusiasts and of working in radio herself. Edward MacDonald has an insightful description of the social, economic, and cultural context of Rogers's career in *If You're Stronghearted: Prince Edward Island in the Twentieth Century* (Charlottetown: Prince Edward Island Museum and Heritage Foundation, 2000), pp. 150–154; 251–253.

The Public Archives and Records Office of Prince Edward Island has a CFCY collection, donated by Betty Rogers Large, containing the research materials used for writing *Out of Thin Air*. This collection includes interviews with friends and associates of Rogers, speeches and correspondence by Rogers, copies of the CFCY magazine *The Friendly Voice*, and other documents relating to Rogers and the station.

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James Yeo

James Yeo was born in 1788, in Kilhampton, Cornwall, at the time one of the most economically backward and impoverished areas of England. Besides poverty and lack of economic opportunity, he had the further disadvantage of a spinal condition, which stiffened his back such that he could only turn his body at the hips. However, as a result of his education at home, he had the advantage of literacy, as well as a considerable degree of mental sharpness and confidence.

In his youth he worked as a carrier, travelling with a horse and carrier's van over rough roads. The death of his horse resulted in the loss of his business, and he was left unemployed. Perhaps it was a result of his straightforward manner and relentless work ethic, but something in his character had gained him the trust of Thomas Burnard, a merchant in Bideford, England, whose acts of financial grace saved Yeo when he lost his carrier business. In 1819 Burnard paid off

Yeo's debts and sent him to Prince Edward Island to manage his lumber gangs at Penman's Point in Lot 13.

When Yeo arrived on the Island, he began a job that had wide-ranging responsibilities, including procuring timber for transport and operating stores that sold goods for lumber, labour, and credit. In his work he gained a reputation for quick calculation -- he was able "to add up three columns of figures at the same time as quickly as three fingers could be drawn steadily down the page." He was also known for his ability to drive men in the lumber gangs, and for his encyclopedic knowledge of the Burnard business. Within the emerging ideal of industry, work ethic, and dynamism that was to characterize English-speaking society in the nineteenth century, Yeo had the traits of the perfect entrepreneur.

In his work for the Burnard business, Yeo was able to gain enough capital to establish his own business as a lumber merchant and storekeeper. He was not idle in investing it, nor did he resist putting his own security at risk. According to Basil Greenhill and Ann Giffard, who wrote an important history of the Westcountry shipbuilders on the Island, "it is evident that he sold what he had not got and bought what he had not the present means of paying for; this was all perfectly legitimate, providing his hunches and assessments proved right, which they mostly did."

Yeo also bought William Ellis's stores in Port Hill -- what remained of the original Burnard business -- and he eventually left their management in the hands of his wife, Damaris, while he served as a master of a merchant schooner. In the early 1830s, Yeo began shipping cargo to England and building his own fleet, through the purchase of ships from other merchants and through financing new construction. Besides his business in shipping and shipbuilding, his economic influence also emanated from his stores in Port Hill, the largest in western PEI.

By the 1840s, Yeo had become a large-scale shipbuilder, and a major exporter of timber and agricultural products. He was sending out ten ships of cargo a year to Britain by the late 1840s, and forty schooners for the regional coastal trade. With so little cash in circulation on the Island, he also became an important financier for local settlers. In the absence of banks, the extension of loans by merchants such as Yeo was very important for the local economy.

During the 1850s and 60s, James Yeo was the largest shipbuilder and one of the most important business people on the Island. At one point in the late 1850s, he sent eleven of his own ships to Britain in the course of one month, all with cargoes of lumber and agricultural products. His role as a financier had grown to such an extent that he was making large loans to the Island government in the 1860s. By the time he died in 1868, Yeo had financed the construction of at least 155 ships. With this shipbuilding and shipping enterprise, he began a family business dynasty that reached across the Atlantic. Through his son William Yeo, who acted as his agent in England, he made the Yeo name wield influence both on Prince Edward Island and in southwestern England. His other sons James and John also became prominent shipbuilders on the Island.

Yeo was involved in the community of the Port Hill area in ways outside the sphere of business. He contributed to the religious life of the community through financial assistance in the construction of the Port Hill Church. He also held the position of Justice of the Peace in the area.

He had considerable influence in Island politics as well. He was first elected to the Legislative Assembly in 1839 as a Conservative member for the first electoral district of Prince County. He held this seat until 1863, with a brief interruption between 1846 and 1848. He was quite outspoken as a defender of the proprietorial system of land ownership, a system that was of great benefit to him as a businessman, and which he believed was in the interest of the overall prosperity of the colony.

For decades, James Yeo was the outstanding leader in an industry that was a central part of the community life and economy of the Island. Shipbuilding entrepreneurs such as Yeo helped to lift PEI out of an economy of subsistence, and connect it to a much larger network of trade and business. The industry gave PEI a significance in the international economy: the Island was said to have produced more vessels per capita than any other British colony, and Yeo's ships were a major contribution to that remarkable statistic. When compared to other shipbuilders, financiers, and merchants, his economic influence was particularly important, as his business enterprises extended throughout western Prince Edward Island, giving him a sphere of influence unmatched by other businessmen of his time. By employing thousands in the extraction of lumber and the building of ships, by developing the workforce by sponsoring immigration to the area, and by helping to build and sustain the first large-scale industry in the colony, Yeo was instrumental in the growth of business and in the shaping of communities on Prince Edward Island.

A Note on Sources

Primary sources on James Yeo and his businesses can be found in various collections held by the Public Archives and Records Office of Prince Edward Island; these include legal documents, account books, letters, rent receipts, and other business records. There were also several obituaries published in Island newspapers, which are available on microfilm. A few such obituaries are catalogued at the PEI Collection at the University of Prince Edward Island's Robertson Library. The most detailed of these can be found in the 11 September 1868, edition of *The Islander*, p. 3.

The most important secondary source on Yeo is *Westcountrymen in Prince Edward's Isle: A Fragment of the Great Migration* (Toronto: University of Toronto Press, 1967) by Basil Greenhill and Ann Giffard, which explores the activities of businessmen from England's Westcountry on Prince Edward Island; the most important of these characters was Yeo. This is the closest thing to a biography of Yeo that exists. The BBC documentary film, *Passage West, Part Two: The Awakening*, tells much of the same story and is partly based on that work. Also useful is Basil Greenhill's entry on Yeo in the *Dictionary of Canadian Biography*, Vol. IX.

In *Shipbuilding on Prince Edward Island: Enterprise in a Maritime Setting 1787–1920* (Hull: Canadian Museum of Civilization, 1994), Nicholas J. De Jong and Marven E. Moore provide a detailed description of the economic development of shipbuilding and of its decline. This is very useful for the statistics it provides about the production of ships on the Island, and by individual shipbuilders.

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