
CHAPTER XXIX

THREE SCOTTISH-CANADIAN LEADERS OF INDUSTRY

MENTION has been made of the remarkable gift for leadership by which the men of Scottish blood as members of the syndicate which planned and built the Canadian Pacific Railway added glory to the land of their fathers, thousands of miles away from the Scottish kailyards. Mention was also made of one who, in connection with American railways both north and south of the International Boundary, deserves a much fuller notice as a captain of industry. This is the now veteran Railway President, J. J. Hill. He was born at Rockwood in Ontario, not very far from the present city of Guelph, and has always been credited with having Scoto-Irish blood. Born in 1838, he went as a young man to the rising State of Minnesota and settled in its capital. When he first saw St. Paul it was merely a hamlet, but it was at that time somewhat notable as being the trading centre through which even from far distant Athabasca and Mackenzie River the fur catch of the Hudson's Bay Company was beginning to find an outlet to the markets of the world by

way of New York. A fur trader from Lower Canada, Norman W. Kittson, had been trading in furs in St. Boniface, opposite Fort Garry, and in his little shop had done a good business as an independent trader. He had intermarried with one of the native French families there, but on the death of his first wife married an English lady, and now found St. Paul and his acquaintance with the Hudson's Bay Company a source of profit and interest. Intercourse with Kittson led James Hill into a knowledge of Northern Minnesota and the fur trading regions beyond. One of the first ventures of the young Canadian was to make a dash into the Hudson's Bay Company territory in the matter of transport, toward which the adventurer had ambitions. This meant the control of the navigation of Red River, which runs through Minnesota northward to Lake Winnipeg. Though the Hudson's Bay Company was a British Company, yet it had in 1862 built the steamer *International*, which, as its name implied, was to ply in both countries. It was well known that it was a breach of the laws relating to coasting thus to run a British bottom from port to port in Minnesota. As the prices of transport were high, Hill conceived the scheme of building a stern-wheel boat of the Mississippi type and running it between Minnesota and Fort Garry, and thus, being a naturalised American citizen, he could replace the Hudson's Bay Company Line, which was violating the coasting laws. Accordingly Mr. Hill built the steamer *Selkirk* on the Red River, loaded her

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up with merchandise in the spring, and sent her down the river to Fort Garry. Those were the good old days when fabulous prices for transport were received by the people very placidly, and it is said the rates on the merchandise carried by the *Selkirk* on her first trip nearly met the cost of construction of the new ship. But when the plea in her behalf was put forth that she alone could carry freight and that the *International* of the Hudson's Bay Company was tied up and could run no more, the popular rage in Red River Settlement was so great that the settlers boycotted the *Selkirk*. It ended in an agreement by which N. W. Kittson, who had become an American citizen, took over both boats, and no doubt was an equitable arrangement, satisfying all parties concerned. The Hudson's Bay Company was thus accustomed to oppose its assailants for a time, and then, as a rich and powerful monopoly, to combine and utilise the rising interests in the country. It was not surprising then, as we have seen in our chapter on Lord Strathcona, that when the opportunity arose these American citizens, both of Canadian birth—Norman W. Kittson and James J. Hill—should be prominent factors in securing the St. Paul and Minnesota Railway, which acquisition resulted in all the chief agents in its achievement becoming at one stroke men of wealth. Fur traders, steamboat agents, and railway operators, they became the earliest millionaires in the West. Time and space fail to tell of the marvellous development of the Great

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Northern Railway of which this Americanised Canadian, James Hill, became the President. No doubt it had taken thirty or forty years to accomplish it, but during that period has occurred the enormous flow of population into the North-Western United States. To that development Great Britain, the Scandinavian kingdoms, Germany, and even Canada have contributed their tens and hundreds of thousands. The network of the Great Northern Railway is something astounding. It has been a chief factor in opening up Minnesota, Dakota, Montana, and the great State of Washington on the Pacific Coast. It has acquired other railways in the Western United States, and now the two greatest American railway financiers are Pierpont Morgan, of New York, and James J. Hill, of St. Paul. It is not necessary to enter upon the famous financial fight between Harriman and Hill, in which a seeming defeat for Hill has resulted in no diminution of the power and influence of the Canadian-American financier of St. Paul. With his Scottish determination and a Canada-loving tendency Mr. Hill is taking a marked interest in the railway system of Western Canada. Branches of the Great Northern now connect Duluth and St. Paul with Winnipeg, St. Paul with Portage la Prairie, Brandon, and Regina, Spokane with Lethbridge, and the Washington State Railways with Vancouver. It is even hinted that these lines may all be connected with one from east to west, which will make the Great Northern Railway a trans-

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continental railway, with its northern extension reaching to Hudson Bay, in which latter route Mr. Hill has always been a strong believer.

Equally brilliant, and in a certain sense more remarkable than that President Hill, have been the industrial careers of two Canadians, Sir William Mackenzie and Sir Donald Mann, now of Toronto. Sir William Mackenzie, of Scottish descent, was born in 1849 at the little village of Kirkfield in Northern Ontario. Educated in a country school and at Lindsay Grammar School, he became a village school teacher and afterward a country storekeeper, which seemed the ordinary avenues to advancement for Canadians forty years ago. In time the call to the West came to young Mackenzie, as it did to James Hill, and he became a contractor of the Canadian Pacific Railway in the Rocky Mountains.

Sir Donald Mann, also of Highland descent, was born in 1853 in the Scottish district of Acton in Peel County, Ontario, and was educated in the common school. Farming and lumbering were his earlier occupations, and in the latter of these he gained his experience in handling bodies of workmen. Of gigantic figure and commanding presence, "Dan Mann" has proved himself a born leader of men. He went to Winnipeg in 1879, and on the railway construction east of Winnipeg, as well as in the far west in the unparalleled difficulties of the Selkirk Mountains, the young Highland contractor gained the reputation of accomplishing work in the same spirit as a former

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contractor and manager of the Canadian Pacific Railway, who said as he led on a gang of men to a job, "There is half a fortune in leading men between the two expressions, 'Come on' and 'Go on.'"

It was not strange that these two men, plain William Mackenzie and Donald Mann, should gravitate to one another, one having the gift of "higher finance" and the other the endowment of "high executive ability." They had both been trained in the school of stern and dominating exactitude under the hard-headed, logical Scottish method that has from the first dominated the Canadian Pacific Railway. It seems perfectly natural that these two men, in 1886, should find themselves working together and founding the firm now so well known in Canadian financial life as "Mackenzie, Mann and Co., Limited." With skill, rapidity, and success they finished the Calgary and Edmonton Railway, connecting these rival centres in at least an amity of railway service. Similarly they constructed the "Qu'Appelle, Long Lake, and Saskatchewan Railway," and with remarkable speed and efficiency connected Montreal and the Lower Provinces by the Canadian Pacific Short Line through Maine. The successful completion of these somewhat large contracts gave the firm confidence to undertake the planning and building of new railway lines, which should be their own property to manage and develop. In 1896, with an eye on subsequent developments in the prairie provinces, they made arrangements with

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the Greenway Government in Manitoba to construct and run a railway line under the name of the "Lake Manitoba Railway and Canal Company." That line of railway, running south-eastward from Winnipeg, was to give egress to Manitoba freight by connecting the south of the Lake of the Woods through North-Western Ontario with Lake Superior. The growth of Manitoba and the necessity of having feeding lines for this railway from Winnipeg to Lake Superior led to negotiations between the Mackenzie-Mann Company and the Manitoba Government by which under the name of the "Canadian Northern Railway," Messrs. Mackenzie and Mann entered into a working arrangement by which branch railways in all parts of Manitoba have been built for the convenience of the farmers. In accomplishing this great work William Mackenzie was a frequent visitor to London and became well known in the money markets of the world. With consummate skill he has managed to finance all his undertakings, so that he has gained in London, as a prompt, punctual, and far-seeing dealer in money, the full confidence of men who understand world-finance. Steadily the Canadian Northern Railway has gone forward, until now it includes the Canadian Northern Ontario Railway, the Halifax and South-Western Railway, which is a boon to the western shores of Nova Scotia, and the Inverness Railway. The Canadian Northern has also obtained another outlet through American territory to Lake Superior in getting control of the

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"Duluth, Rainy Lake, and Winnipeg Railway." The "Canadian Northern" system of railways is of course the outstanding world-achievement of the Mackenzie-Mann Company. Piece by piece this successful combination plainly aims at becoming a transcontinental railway in competition with the Canadian Pacific and Grand Trunk Pacific as a third ocean to ocean line connecting farthest east and farthest west in the Canadian Dominion. What are now the *dissecta membra* in Nova Scotia, Quebec, and Ontario to Lake Superior in a continuous line, with many branches, through Manitoba, Saskatchewan, and Alberta to Edmonton, need but to be connected under the magic wand of these operators in the world of finance to be a Canadian Trunk line. While they are steadily building west of Edmonton through the Yellow Head Pass, the latest developments by which they have entered into relations with the British Columbia Government to connect the lines in Vancouver Island, where the Mackenzie-Mann Company controls large interests, to connect Vancouver City and other points in the Pacific Province, plainly reveal the scheme to make this a transcontinental line for Canada. In their railway plans they have shown much skill in choosing the right men for the development of their continental enterprises. It is but fair to mention, as railway managers or business advisers, the following Scotsmen who have aided them in their projects: Mr. D. B. Hanna, a son of the heather, was trained on a Scottish railway and

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served the Grand Trunk Railway and an American railway for a time, but came into especial notice as manager in Manitoba of the Manitoba and North-Western Railway. Entering the service of the Mackenzie-Mann Company, Mr. Hanna has become General Superintendent and then third Vice-President of the Canadian Pacific Railway. Mr. Hanna by experience in railway management and thorough reliability of character stands prominently before the Canadian people as a capable and upright representative of our financial and industrial life.

Another excellent choice of this successful combination is that of the General Manager of the Canadian Northern Railway, M. H. McLeod, who has his chief office in Winnipeg. A splendid surveyor, an experienced manager, a thoroughly straightforward and upright man, Mr. McLeod stands for what is best in our Western society.

But while the Canadian Northern Railway and its connections might well satisfy the ambition of two such leaders as Messrs. Mackenzie and Mann, yet many subsidiary schemes of use to the public are found to their credit. The great electric works on which Winnipeg now relies for power are situated at Lac du Bonnet, on the Winnipeg River, fifty miles from the city, and on these depend the widespread electric railway system of Winnipeg as well as power for working machinery. The street railway system of the city of Toronto is also in the hands of these enterprising Canadians. Unitedly or personally they have also gone afield

to Central America, and have introduced, and still work, the tramway system of San Paolo, as well as supplying electric lighting and driving the industries of that southern city. The waterworks and power system of Monterey in Mexico are likewise in their hands, while a similar great power is utilised by them for supplying the needs of the great Brazilian city of Rio Janiero. Mr. Mann has also taken a patriotic interest in the Lake Superior region in developing the great iron resources of the Atitokan and Moose Mountain localities.

Along with those already mentioned as valuable agents in developing certain portions of the great undertakings of this Canadian Company is a man of much business ability who has been long before the country as a Western developer—indeed, may now be considered almost a veteran. This is Hugh Sutherland, now Executive Officer of the Canadian Northern Railway. Born in Prince Edward Island in 1845, Sutherland grew up in Oxford County, Ontario; and under the Mackenzie Government was in 1874 placed in charge of works on the Rainy River as Dominion Superintendent of Public Works. Having great industrial and administrative ability, he was an invaluable servant of the Dominion Government in a new country like the West. As is well known, the Hon. Alexander Mackenzie was anxious to connect as early as possible the Western prairies with the steamer service of Lake Superior. For this he was greatly criticised, but it was an

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honest effort to hurry forward a practical, although an imperfect, mode of transport. One of the obstacles to the "Waterways route" was Rainy River Falls at Fort Frances. Were those overcome, then a line of steamers might run from the Rainy Lake by way of Rainy River to any part of the Lake of the Woods. To overcome this Mr. Hugh Sutherland carried on for some time the construction of a canal which would avoid these falls. After the defeat of the Mackenzie Government, he was engaged in lumbering, milling, and contracting. Having been elected a Member of the Dominion Parliament for the county of Selkirk in Manitoba, he became the devoted promoter and indefatigable advocate of the Hudson Bay Railway from Winnipeg to York Factory. Hoping against hope, fastening his faith as a public man upon the success of a line of steamers of special construction and of a railway line of which forty miles were constructed from Winnipeg northward, Hugh Sutherland struggled in vain for a scheme which is now at last taken up and to be completed by the Government of Canada. His wide experience of the West and his undoubted mechanical and industrial ability have been for several years employed in advancing the schemes of Messrs. Mackenzie and Mann.

These three Canadian captains of industry, Hill, Mackenzie, and Mann, though not ostentatious bestowers of their wealth on much needed social enterprises, yet have always done their share in contributing handsome sums to religious, educa-

tional, charitable, and patriotic objects. While Mr. Hill, having left the country of his birth which believes in royalty and the honours and rank bestowed on merit, cannot expect to rejoice in the honours of knighthood, yet Canadians of all classes of society and independent of any political or racial prejudices are glad to recognise, as of true Scottish blood, Sir William Mackenzie and Sir Donald Mann.