

BITS AND PIECES OF BRANTFORD'S HISTORY
THE HISTORY OF THE COCKSHUTT FAMILY

BY
GARY MUIR

Index

Introduction	3
Ignatius Cockshutt The Founder	4
Frank Cockshutt The Man behind the Scenes	9
William Foster Cockshutt The Parliamentarian	11
Harry Cockshutt "The Colonel"	15
The Cockshutt Plow Company The Sign of the Plow	24
Conclusion	29

INTRODUCTION THE COCKSHUTTS

The Cedars, Dufferin House, Glenhyrst, Lynmore - names from another age - all homes of different members of the Cockshutt family in the nineteenth and early twentieth centuries. The Cockshutt family - at one time one of the most powerful and influential families in the city of Brantford. The Cockshutt family - respected by many, feared by some, and disliked by others. The Cockshutt family - a throwback to an age when individual initiative could lead to great wealth and power.

From the time Ignatius Cockshutt set up his business in Brantford in 1832, until the mid-twentieth century, the Cockshutt family was very prominent socially, politically, and economically, in the affairs of Brantford. They sat on innumerable civic Boards, were involved in civic and federal politics, were on the Boards of several local businesses, and operated an industry that gained an international reputation for quality.

Ignatius Cockshutt became known as "Mr. Brantford" for his contributions to the city's progress and welfare, and on his retirement in 1882, was given a civic reception as a mark of thanks for his efforts on the city's behalf. His son, James, started a plow works in 1877 that was to become the family trademark. Another son, Frank, was very active in the Board of Trade and on the Parks Board. W.F. (Bill) Cockshutt as well as being Brantford's M.P. for three terms, was also involved in the Brantford and Toronto Boards of Trade and on several occasions represented those organizations at international conferences. Edmund, (E.L.) was responsible for donating the land for the Brantford Sanitorium, and for several years served on its Board of Directors. On his death, he willed his home, Glenhyrst, to the city to be used as a centre for the arts. The youngest of Ignatius' sons, Henry, became Lieutenant-Governor of the province of Ontario, and brought a new style and approach to that office.

The members of the Cockshutt family, both individually and collectively, played a very significant role in the development of the city of Brantford. The following pages discuss some of the contributions that they made, and consider what motivated them, and what they were like as people.

IGNATIUS COCKSHUTT - THE FOUNDER

Often referred to as the "Grand Old Man of Brantford", Ignatius Cockshutt's story reads, in some ways, like a fairy-tale rags to riches epic. Arriving in Canada with his bankrupt father, he was able, through determination and a shrewd business sense, to build up a business that made him the wealthiest, most respected, and most powerful citizen in Brantford in the nineteenth century.

The Cockshutt family emigrated to Canada in 1827 aboard the barque, The Lady Digby (the father, James, had originally intended on emigrating to the United States, but a friend on board persuaded him to come to York.) Ignatius' father, James, set up a dry goods business in York, and it was successful enough that in 1829 he decided to send Ignatius, then only 17, to set up a branch store in the newly named but not yet developed Brant's Ford. The settlement at that time consisted of only a few rude huts, a tavern and blacksmith shop among them, and the land had not yet been officially surrendered by the Indians to the settlers. According to Ignatius, when asked what Brantford was like at that time:

"It was not much of a place: in fact simply a through road with a few houses where Colborne Street now is."

His first attempt to establish a business in Brantford failed, and he returned to Toronto to continue to work for his father's store. The Brantford area had obviously appealed to Ignatius, in spite of his failure, for he urged his father to allow him to return, and in 1832 his father consented. This time there was no return to Toronto - his business prospered. Two factors aided in the prosperity of the Cockshutt business the second time around. The Indians had formally surrendered the land to the white settlers in 1830, and thus there was a larger populace to draw on for customers. As well, Brantford began to receive regular stage service in 1832, allowing for a greater flow of goods between this area and the major centres of Hamilton and Toronto. The Brantford enterprise was so successful, that in 1834 James shifted the entire business operation to Brantford.

Ignatius' success as a businessman, although aided by circumstances, was due in large measure to his ability to foresee what would be needed, and to work toward satisfying those needs. Realizing that fires were a major enemy of not just his own business, but of every business in the village, he joined the "Goose Neck Company", a group of citizens who took it upon themselves to act as a fire-fighting force for the village. However, he did not stop there. As the settlement grew, Ignatius realized that a more effective form of fire-fighting was needed, and so we find him getting permission from the Town Council in 1848 to dig a well, and put in a pump on the north side of Colborne Street for the purpose of fighting fires. Later, in 1860, it was Ignatius who was instrumental in having the Town Council set up an independent fire company.

Another area where he showed his foresight and business acumen was in the construction of the Cockshutt Road and the Cockshutt bridge as a means of access to the town from the south. He realized that there were many farmers south of the settlement

who had no ready access to Brantford. He reasoned that providing this access would be good not only for his own business, but for the prosperity of Brantford as a whole. To this end, he undertook the construction and maintenance of a bridge and road into the town from the south. The first bridge was a covered bridge with a roadway on the roof, but this was swept away by the Grand during a flood. In spite of setbacks such as this, and the increasing cost of maintaining the road and bridge, Ignatius did continue to keep them both up, paying operating costs largely from the tolls collected.

He also realized the necessity for co-operation among the businessmen of the town, and for this purpose he was instrumental in the establishment of Brantford's first Board of Trade in 1866, and he was elected its first president. That organization's objectives were:

"...to promote just and equitable mercantile principles, to correct abuses in trade, use their best endeavours to stop illicit and contraband trade which may come to their knowledge, and to protect the rights and advance the interest of the country generally and the town of Brantford in particular."

Ignatius often did what he could to help other businessmen also. When Slingsby Mills burned in 1870, he loaned them money in order to help the company re-establish itself. The Waterous Engine Company continually went to Ignatius for money to maintain their business, and realizing the value of that business to the area, he always gave them what they needed. Because of this repeated financial help, he was made an honorary president of the Company, and he laid the cornerstone of the new plant which opened on south Market Street in 1895.

On at least two occasions his business sense did let him down. Like many other businessmen in the area, he was anxious for Brantford to get involved in the "railway era", especially as the Grand River Navigation Company was not living up to its expectations. For this purpose, Ignatius invested in the Buffalo, Goderich, and Lake Huron Railway which arrived in Brantford in 1854. This enterprise did not bring the rewards that the investors anticipated, and Ignatius was among those calling for the takeover of the railroad by a more successful company. As a leading citizen and merchant, he must also take some of the blame for the failure of the Great Western Railway to come directly to Brantford. When the idea of a railway from Niagara Falls to Windsor was proposed, Brantford took it for granted that the railway would run through Brantford, and consequently they offered no bonus to the railway, as was the custom. As a result, Brantford was bypassed, and until 1905 had to put up with going to the village of Harrisburg to catch the main line.

Another investment that Ignatius reputedly missed was the telephone. When approached by Alexander Graham Bell and asked to invest some money in his telephonic process, Ignatius not only refused, but also dissuaded some other leading citizens from investing. For him, Bell's idea of a telephone was the workings of the mind of an idle dreamer, and Ignatius, cautious in all business endeavours, worked only in the practicalities of life.

One reason for his success as a merchant was his attitude toward his customers. Realizing that these were the people who were responsible for his livelihood, he did all he could to help them out. The Cockshutt Road and Bridge are good examples of this. But he also treated his customers on a personal basis. In 1931, a lady, who had just turned 100, gave this memory of the Cockshutt store to the *Brantford Expositor*:

"... a little old wooden retail place - But at Cockshutts the smallest child was as well served and carefully tended as the best woman judge of the goods bought. There was but one price for all buyers and exactly the same, safe service from the smallest child spending a few pence, to the richest customer laying in a winter's supply."

In his business dealings, one characteristic seems to stand out above all others - strict honesty. He personally honoured all of his business obligations, and expected others to do likewise. Many of his business deals were made simply on a handshake, but for Ignatius that was as binding as a written contract. If a debtor failed to pay on the date due, they could expect no help from him in the future. Two anecdotes illustrate this strict business ethic that he followed. In one case, a local church had borrowed money from him, but with the due date approaching had done little in the way to pay off the debt. Ignatius let it be known that he would foreclose if the debt was not paid on the date stated. Spurred into action, the church moved to raise the money. The day of reckoning came and the church was still short the required sum. They approached Ignatius with what they had, and asked for an extension in order to raise the rest. Ignatius accepted the money that they had raised, and then proceeded to tell them to burn the mortgage. For him, the effort had been sufficient. He had made his point. In another instance, it appears that one of his houses was rented by a lady, Liz Walker by name, who used it as a house of ill repute. When some of the wives of the leading citizens complained to him of this and asked him to remove the lady, he asked his secretary to bring in Miss Walker's account. Finding that she was paid in full for the year, Ignatius turned back to the ladies and announced that as Miss Walker was paid in full, he would honour his part of the bargain - Miss Walker stayed.

Upon his "retirement" from business in 1882, the city saw fit to pay a public tribute to Ignatius, and to present him with a silver casket. The official address to Ignatius stated in part:

"Your fellow, citizens embrace the opportunity of your retirement from business to express to you their high esteem, and to place on record their appreciation of the eminent services you have rendered every good cause during a residence in Brantford extending over a period of fifty years. They at the same time desire to bear testimony to the integrity and the unswerving adherence to the principles of truth and honour which have distinguished your career as a citizen, a merchant, and a man."

His business outlook was to a large degree coloured by his religious beliefs. Just after the Cockshutts arrived in the Brantford area, a branch of the Inghamite Church was organized here in the home of James Cockshutt. This sect had broken away from the Wesleys, and believed that the church had the right of transacting its own rights in

choosing Elders and Deacons (from amongst themselves only), and in deciding in cases of discipline and all other matters. They took a strict Calvinistic outlook that the good and bad in this world are the work of God. In regard to this religion, the Cockshutt family was responsible for the establishment of Farringdon Church as a place for worship for members of the Inghamite sect. Through his religion, Ignatius became impressed by the righteousness of God, and the need for man to try to emulate this. According to his son Frank, who wrote a short memorial to his father, Ignatius was "familiar with passages that denounced false dealing and deceit, and which exacted justice, honesty and truth." He was more than just a believer however; he was a practising Christian. He acted as a lay preacher at the Inghamite gatherings, was an officer in the Brantford Branch of the British and Foreign Bible Society, and established and maintained a mission in Jamaica for Christianizing the people there.

He carried the same values in his approach to his family as he did to his religion and business. He was married twice, his first wife dying only a year after they were married, and had 12 children, three of whom died in infancy. His attitude toward his children was one of Christian love tempered with strict discipline. Some of his sons felt that he was too strict and austere in his dealings with them, but Ignatius doubtless felt that discipline was very necessary for success in life, and that as he was a well-disciplined individual, he wanted this trait passed on to his sons. His youngest son, Harry, related that he had to account for his whereabouts even after he was 25 years of age; and Ignatius apparently refused to let his children shine their shoes on Sunday. He encouraged his children to be responsible and independent, but did not always approve of what they planned to do. For example, when his eldest son James first approached him with the idea of starting a Plow Works, Ignatius balked at the idea, but did not prevent James from going ahead with the venture. Then when James died suddenly in 1885, Ignatius was quite willing to step into the 'business to help out.' He was also a believer in experience as the best teacher. When his son Harry was set to start in the Plow Works in 1884, Ignatius made sure that he started not behind a desk, but in the blacksmith shop.

Ignatius Cockshutt was not what you would call a public figure, in spite of his status in the community. Unlike two of his sons who became prominent politically, Ignatius never ran for office, preferring to work behind the scenes to achieve his desired ends. He did however, sit on many public boards. But if he was not a public figure, the public of Brantford owed a lot to him for his generous donations to various charities. These included the YMCA (he promised \$2,000 if the city could raise \$4,000), the House of Refuge (he put up \$10,000 and donated the property for the building), the Widows' Home, the Orphans' home, and the Jane Laycock Home (whose administration he took over when his sister died).

As a person, Ignatius was not broad-minded or flexible. From all accounts he was very practical and unemotional in his approach to problems, and preferred to think that his opinion was the only correct one. It would seem that he did have a sense of humour under his rather austere exterior. On one occasion, when hiring a new secretary, he asked the man what time he would like to start. The man answered 8:30, and Ignatius replied that was alright but the rest of them started work at 9:00. On another occasion his family

was gathered around what was supposed to be his "death-bed." He reportedly awoke, looked around the room at the would-be mourners, and then said - "Dismissed."

There can be little doubt that Ignatius Cockshutt well earned the name of the "Grand Old Man of Brantford." There is also little doubt that he dominated the life of this city for most of its early years. As to what motivated his actions we can only surmise. His wealth and position did give him a pre-eminence and power that few others enjoyed. From the evidence, it appears that even if he did use his position and influence to increase his power and prestige (and there is no real concrete evidence to support this), the city also benefitted from his guidance and philanthropy. We must also remember that his was an age of the individual, the self-made man, when those who were able, climbed to the top of the ladder and led the way, and were not resented, but admired by those that they led.

FRANK COCKSHUTT THE MAN BEHIND THE SCENES

Frank Cockshutt was born in 1857 and died in 1938. He is often referred to as the most retiring, quiet, and religious, of the Cockshutt brothers. There is no doubt that he was a man who shunned the limelight, but an examination of his contribution to the city of Brantford shows that it was considerable, if somewhat less spectacular than that of some of his brothers.

Frank Cockshutt received his initial education in Brantford, and then was sent to Galt to attend Dr, Tassie's school. He worked for his father in the family business, and when his father retired in 1882, Frank took over the clothing section. He also took on the responsibility of being President of the Cockshutt Plow Company from 1808 to 1911. When the company decided to extend its line of business, through amalgamation, and to sell stock publicly, Frank stepped down from the Presidency. He had also become interested in textiles, and became President and Managing Director of the Slingsby Manufacturing Company.

He was interested in the success of Brantford's merchant community, and was an active member of the Board of Trade. He was President in 1895 and 1896. It is interesting to note what he saw as priorities for Brantford during his terms as President. In his initial address in 1895, he called for continued efforts to have industry located in Brantford, for the beautification of the city and the development of "suitable public playgrounds," for a radial road to Galt, and for an improvement in the city's firefighting equipment and waterworks system. A year later, he was still calling for many of the same improvements.

"It is very important that Brantford should retain all her present industries, and also take earnest action towards increasing the number.

The board should favour a progressive general policy of the municipal government, one tending to improving the health and comfort of the people, and in the beautifying of the city."

On the question of beautifying the city, Frank took an active role outside of the Board of Trade. When the City Council, in 1900, passed a by-law creating a Parks Board for the city, Frank was a member of that board, and he served on it continuously for a number of years. He also served on many other civic boards and committees. These included a term as chairman of the Collegiate Board in 1893, President of the Brantford Gas Company, and during the Depression of the 30's he was President of the Social Service League. He also involved himself in the war effort during the First World War through being head of the 1917 British Red Cross Drive, and President of the Thrift League - an organization set up during the war to encourage people to conserve on badly needed supplies.

Frank was a very religious individual who, like his father, had a strict moral code from which he refused to deviate, even in some cases when it meant personal hardship for

himself. He was a member of Farringdon Church, and often preached the sermon there when called upon to do so. On several occasions he was the President of the Brantford Branch of the British and Foreign Bible Society, and in 1907 he formed an organization known as the Brantford Evangelistic Union whose aim was to assist the local foreign population to adjust to their new environment.

In addition to all of his public contributions to the city's welfare, Frank is perhaps best remembered for his private, behind-the-scenes assistance to many organizations and individuals. By nature a rather reserved and seemingly severe individual, Frank preferred to help people, without any type of public recognition. Just as an example, he daily visited the Widows' Home begun by his father, to ensure that they were not lacking in anything.

Of the Cockshutt sons, Frank was most like his father, Ignatius. Like Ignatius, he appeared rather severe to people, but gave generously of his time and money. Also like Ignatius, he was not a "public person" but preferred to make his contribution to the city's development in an unassuming manner. This he was able to do very effectively.

WILLIAM FOSTER COCKSHUTT THE PARLIAMENTARIAN

William Foster (W.F.) Cockshutt was born in Brantford in 1855. During his life he was to serve Brantford in three capacities - as a businessman, as a civic leader, and as a member of parliament.

W.F. received some elementary education in Brantford, but was sent to Galt to the school run by the well-known Dr. Tassie for further education. Following this, he went to England where he worked for some time in various companies gaining business training. He returned to Brantford to work for his father's business, and when his father retired in 1882, W.F. took over the hardware and grocery section of the business. As well, after the death of his elder brother James in 1885, he assumed the Presidency of the Cockshutt Plow Company for a period of 3 years. Later, when he became involved in politics, he sold the hardware section of his business and continued in the seed business.

As a merchant, he could have obviously ridden on the coat-tails of his father, but he preferred to make his own name and began this by being involved in the Brantford Board of Trade. As President of the Board of Trade in 1904, he set out what he considered to be the priorities for the year. These included - better post office facilities, a new city hall, more police protection, and an investigation into the Niagara power question with a view to securing energy for local manufacturers. Another lasting memorial to his term as President of the Brantford Board of Trade is the Bell Memorial, It was during his term that he brought forward the idea, that a memorial should be erected to the man after whom the city styled itself "The Telephone City." The suggestion was easy, but putting it into effect proved more difficult. Finally 13 years later, on October 24, 1917 the memorial was unveiled by the Duke of Devonshire, Governor-General of Canada. He also became a member of the Toronto Board of Trade, and on several occasions he represented both Boards of Trade at Chambers of Commerce conventions of the British Empire, (see source 2)

W.F. Cockshutt is perhaps best remembered in Brantford as the city's Member of Parliament, winning elections on three different occasions, in 1904, 1911, and 1917. He first ran for parliament in the election of 1887. His opponent at that time was William Paterson who had been South Brant's M.P. since 1872. In commenting on W.F.'s nomination, *The Expositor* (it was the voice of the Liberal Party in Brantford), noted:

"The local organs of the Conservatives have introduced their candidate to the notice of the people, and apparently his principal recommendation is that he is a clean candidate a young man of promise and ability, and that his father's name is held in highest esteem throughout the length and breadth of the community. From the tone of the organs the casual reader would imagine that the Tories of the South Brant never before had a candidate of whom they were not personally ashamed."

W.F. lost the election, and did not run again until 17 years later. However, during that time he remained active in the Conservative party in Brantford. From his earliest

attachment to the Conservative party, he had been a strong disciple of Sir John A. Macdonald's "National Policy", particularly the plank dealing with high tariffs. He continued to be a strong protectionist throughout his political career, and became known on parliament hill as the "high priest of protection."

In 1904 he again accepted the Conservative nomination in South Brant. This time he was against C. B. Heyd, the representative for this area since 1897. This time his reputation and his experience stood him in good stead, and after a bitter campaign he won - but only by 17 votes. In 1908 he lost the seat to Lloyd Harris, but taking advantage of the country's desire for protection, and their distrust of Laurier's reciprocity treaty with the U.S., he ran again in 1911 and won. There was not another election until 1917 because of the outbreak of war. The issues in 1917 were the conscription question and the Union government proposed by Sir Robert Borden. W.F. left no doubt where he stood on the conscription question.

"Conscription is one of the most important issues before the people at this election. The country will not be divided into Grits and Tories, but into fighters and quitters....."

He also made it clear where he felt the blame for the the failure of voluntary enlistment lay.

"Is there a lady or gentleman here tonight who thinks that Quebec should stand back and make money and allow the Britisher to bear the brunt, be killed, and leave Quebec triumphant?"

On the question of Union government, W.F. was willing to accept the decision of a fusion meeting of the various parties in Brantford, as to who should run in the election as the Unionist candidate. For this purpose, he resigned the nomination that he had already received from the Conservative party. When the three parties were unable to decide on a single candidate, W.F. was again nominated by the Conservatives, and received the endorsement of Sir Robert Borden as the "official" Unionist candidate. The results of the voting showed W.F. the winner by over 3500 votes. He ran again in 1921 but was defeated by the Liberal candidate, W.G. Raymond.

As a member of parliament, W.F. Cockshutt was often a controversial figure. It was through his efforts that Brantford received a new post office in 1915, but the stone for that building was brought in from the United States. This would have caused no problem had it not been for the fact that in the 1911 election W.F., along with the Conservative party, had campaigned on the slogan of "no truck or trade with Yankees." When it became known that the stone was coming from the U. S., *The Expositor* sniped:

"According to press dispatches, a Mr. Cockshutt defended in the House of Commons this week the purchase of American stone for the use in the Brantford post office, when Canadian stone was available for the job. Surely it cannot be that this is the same Mr. W.F. Cockshutt that was so vehement in his hostility to the reciprocity agreement on the ground that Canada should have neither "truck nor trade with the Yankees."

In 1915 he caused a furor in Brantford and in other places in the country by making the statement:

".... that it costs a man about \$900 a year to live and bring up his family. I know of families that are living almost in affluence on not much over half that amount: they have comfortable homes of their own, they have well-dressed wives and children..."

As well as *The Expositor*, who repeated the statement ad nauseum, he was called to task "by the Brantford Trades and Labour Council who felt that that sum was totally inadequate. He claimed that his remarks were taken out of context, but *Hansard* did confirm what *The Expositor* had printed.

In March of 1915, W.F. proposed in the House of Commons that the government exercise "supreme control over the price and export of foodstuffs in the current war situation." At that time he was accused of asking the farmer to make sacrifices at the expense of the manufacturers. Then in May of 1917, the Liberals proposed a control on the prices of certain foodstuffs. To everyone's surprise, W.F. was suddenly on his feet speaking for the Liberal resolution. In part he stated:

"What we need at the present time is more drastic action: these kid gloved methods are no longer of any use. I say this also with regard to recruiting. We must give a lead to the people, and I say the people will follow a lead given ... in the near future this Government or some other government must take into account and do something to regulate the price of food in Canada. We have been living in a fool's paradise. We think we are in war, but barring the men we have sent and an occasional glimpse at the casualty list, we have done mighty little.

We must bear our share of the white man's burden the way white men should. Prices can be controlled in every country in the world and they can be controlled here."

When the minister of labour made a comment under his breath about the price of ploughs, W.F. turned on him.

"I just heard my honourable friend ask how much I would reduce the cost of plows. The sinister can have plows at his own price. The day has gone by when he can hold me up with a threat of plows. I have not dealt in them for 20 years, and have been trying to give my friend some suggestions, and he retorts with plows."

The resolution was defeated, but the incident illustrates that W.F., although a solid Conservative, was not afraid to take an independent stand if he felt that the occasion warranted it.

As a person, W.F. was perhaps the most personable of Ignatius Cockshutt's sons. While his brothers tended, in many ways, to be rather reserved and even austere in their manner, W.F. was very approachable, and always enjoyed telling or hearing a good story

or anecdote. Some mention should be made of his abilities as a platform orator. W.F. was a fine speaker, and credit for this must go, in large measure, to the Farrington Debating Society, an organization set up to aid Brantford men to become better orators. It helped produce several good speakers, and W.F. Cockshutt was one of these.

When W.F. Cockshutt died in 1939, Brantford lost a citizen who had contributed in many ways - publicly and privately - to its growth and development as a city.

HARRY COCKSHUTT "THE COLONEL"

Col. the Honourable Harry (Henry) Cockshutt, was born in Brantford on July 8, 1868. He was the youngest son of Ignatius Cockshutt (another son, Arthur, born after Harry, died in infancy), and was to become perhaps the best known of the Cockshutt family outside of Brantford.

Brantford, at the time of Harry's birth, was a rapidly growing town where the Brantford Engine Works and the Victoria Foundry dominated the labour market, where the major concern of the day was securing the construction of a branch railway to some point on the Great Western Railway (Brantford had been left off the main line of that railway for failing to offer a subsidy to the company), where the Music Hall offered Duprez and Benedict's, "Gigantic Minstrels", and Mr. Meacham offered to extract teeth "without pain" by the use of laughing gas. According to the Province of Ontario Gazeteer and Directory of 1870, Brantford's future seemed assured.

"Brantford is situated in the centre of one of the best agricultural sections of the Province and possesses first-class manufacturing facilities, and ... must, at no distant date, become one of the most important towns in the Western Province."

Brantford was made more exciting in the early 1870's by the presence of Alexander Graham Bell who was then working on the final stages of the telephonic process. Several Brantford citizens, Harry's father among them, felt that Bell was just wasting his time, but strangely enough in later years, Harry claimed that he had been the first resident of Brantford to speak over the telephone from the residence of Professor Bell on Tutela Heights.

In 1884, at age 16, Harry began work at his brother's Plow Works. His father, Ignatius, believed in the maxim that "experience is the best teacher", and consequently Harry began his career, not in the office, but in the blacksmith shop where he was set to work cutting wood for the shop's fires. He worked the hours followed by all other hands, 7:00 a.m. to 6:00 p.m. He also worked in the machine shop and the shipping department before being promoted to the sales department. In 1891 Harry became Secretary-Treasurer of the Cockshutt Plow Company, and three years later was made Managing Director.

The 1890's were a time of great activity for Harry Cockshutt. As well as being heavily committed to the business of the Cockshutt Plow Company, Harry became involved in civic politics, was president of the Brantford Board of Trade, and in 1896 married Isabelle Rolls.

The late 90's in particular was a period of great expansion for the Cockshutt Plow Company. Part of this expansion involved a search for more markets overseas, and for this purpose, in 1895, Harry was sent on a 7 month tour of the British Isles, continental Europe, Australia, and New Zealand. When interviewed by *The Expositor* Frank

Cockshutt, who was President of the Company at that time, gave the following purpose for Harry's voyage.

"He is on tour for the purpose of advertising and extending the trade of the Cockshutt Plow Company, as well as several other Brantford manufacturers whom he is representing while on this trip."

Harry returned to Brantford in August of 1895 and reported that he had received several orders for Cockshutt farm equipment, and that there were good possibilities for other Brantford manufactured products in some of the countries that he had visited.

As a Managing Director, Harry proved both competent and effective. An assessment of his ability in a letter from an unknown company stated:

"The latter (Harry), is a good business man, has a good deal of energy in his make-up, and every evidence of care and business ability has been manifested in the management of the concern."

He was also popular with the men who worked at the Plow Company, and showed a personal interest in them on several occasions. A letter to Harry from the employees thanking him for the Christmas gifts he had given them noted:

"... Time and again you have thus remembered us and our families at this festive season of the year, and you have thus revealed to us the fact that you are deeply interested in us, and we cannot allow the present opportunity to pass without giving an expression of our satisfaction and pleasure at being in the employ of one who has always treated us with uniform kindness and respect."

A later letter from the foremen of the Plow Works stated:

"... We realize that you are interested in the welfare of those employed by the company and with you as manager we have confidence for the future. You have generously opened a Reading Room for and have given possession of same to the employees.... "

In 1898, like his father and brothers before him, Harry became President of the Brantford Board of Trade. In his closing address he pointed out that:

"Brantford is essentially a manufacturing city, and during the year we have had the satisfaction of knowing that we have lost no manufacturing concern.... It is also a matter of great gratification and pride to all our citizens to know that manufactured goods to the value of \$878,760, have been exported to thirty-nine countries and colonies in all parts of the world."

In the same speech he also made the following recommendation:

"It is agreed that Brantford has done much for her manufacturers, and I would like to see her now do something for her workmen, or those that are to be, by the establishing of a polytechnic, or practical school of science, and in that school give our young men a grounding in actual mechanical practice, which will be useful to them in after years...."

Whether it had anything to do with Harry Cockshutt's recommendation or not, within two years provision had been made for the establishment of a vocational school in Brantford.

It was in the 1890's that Harry began his political career. He was elected as a trustee to the Board of Education in 1893, and then in 1899 was elected alderman. Half-way through Harry's first term as alderman, the mayor, W.G. Raymond, resigned because he had taken on the position of postmaster in Brantford. Harry was asked by several leading citizens to run for the empty mayor's chair. He consented, and received the nomination. He was opposed by Mr. Thomas Elliott, a former mayor. In his acceptance of the nomination, Harry pledged himself to an "economical administration", and promised a new plan for flood prevention. In spite of his opponent's experience, and his own youthfulness (he was only 31, and some felt that he was too young to do a good job), Harry won the election by a comfortable 765 votes, and remained as mayor through 1900. (see source 3)

As mayor, the most serious situation that he had to deal with was that of the flood prevention question. Record floods in 1898 and 1899 had led to flood prevention by-laws being passed after each flood, but in each case little was accomplished in the way of actual construction of the flood prevention works. The manufacturers located at the south end of Market Street were getting increasingly upset over the lack of action. Cockshutt's, of course, was among those concerned. In 1898 the company had written to the mayor threatening to hold the city responsible for any flood damage in the following year, if the flood prevention measures were not carried out.

"We have taken our solicitor's opinion on the subject and he advises us that the city of Brantford can be held responsible for any damage upon us from floods caused by neglect of the Council to proceed with the work for which money has been voted by the people."

In July of 1899 when work on the flood prevention was proceeding at a very slow pace, Cockshutt's, Massey-Harris, and the Waterous Engine Company wrote to the Board of Works offering to give free, any land that might be needed to construct a dyke in the area of their plants, and they also pledged themselves to donate \$2500 for flood prevention purposes provided certain conditions were met. Their offer was not accepted. When another flood occurred in the spring of 1900, Harry found himself, as mayor, on the receiving end of a letter of protest from the Massey-Harris Company over the lack of flood prevention. (see source 4) Harry decided that the only solution was to go to the provincial government and ask for some financial aid. To this end he led a delegation from Brantford to meet with the premier G. W. Ross. However, all he would promise was, "very careful consideration."

Another crisis that Harry had to deal with during his tenure as mayor was the moulder's strike at Massey-Harris. Realizing the importance of the Massey operation to the prosperity of the city, Harry tried to mediate in the strike, but was told by the management of Massey-Harris that there was little he could do, and the strike continued. On a more positive note, he was also mayor when the news of British victories in the Transvaal during the Boer War began to come in, and on these occasions he was usually called upon to make a suitable speech and declare a holiday.

Harry also entered the larger sphere of federal politics during this period through his support of the Conservative candidate, Mr. Robert Henry. He spoke at several of Henry's rallies during the election of 1896, and in the bye-election in 1897 (Henry's supporters had been found guilty of illegal election procedures after the 1896 election, and the election had been declared invalid. Although a winner in 1896, Mr. Henry lost the re-run in 1897.). In his speeches supporting Henry, Harry Cockshutt continually stressed the value of tariffs, and he characterized the Conservatives National Policy as, "one of the most potent features in the upbuilding of the city." This protectionist stand was one which he carried with him for the rest of his life.

On June 25, 1896, Harry Cockshutt married Isabelle Rolls. Miss Rolls (as Harry continued to address her in his letters to her as late as August of 1895), was a teacher at the Brantford Young Ladies' College where her mother was the principal. Some of Harry's letter to Isabelle, written while on his world selling trip in 1895, remain. As well as giving as insight into the social mores of the times (they both address each other as Mr. and Miss), they also reveal, in a guarded manner, Harry's true feelings for Isabelle. His moods run the gambit from deep depression, as when he does not get a letter from her, or when he learns that she is leaving Brantford for Kentucky, to elation, as when he receives a picture from her, or when he finally does address her as "Dear Harry." The closest he comes to being emotional over the issue is when he exclaims in one letter:

"Oh I hate to think that you will be away. Why did you go - you might have stayed another year."

In any case, 10 months after his return, they were married, and did in fact live happily ever after until Isabelle's death in July of 1944. Harry survived her by only five months, and some feel that Harry saw no real reason for living after Isabelle died.

During the first decade of the twentieth century, and up until the First World War, Harry threw most of his energy into the running of the Plow Works, and that business prospered and expanded during this period. A very significant development took place in regard to the Plow Works in 1911, and it was largely due to Harry's initiative. Harry felt that through adopting a wider range of products, the company could offer its dealers a more complete line of goods. Frank Cockshutt, who was then President of the Company, could not accept this philosophy, and so resigned in favour of Harry who assumed the position of President. At the same time, the Cockshutt Plow Company purchased Adams Wagon Company, Brantford Carriage Company, and a substantial interest in the Frost and Wood Company of Smith Falls. As well, the stock in the Company was sold publicly.

However, in spite of his work in Brantford, he did find time in 1906 to accept the very responsible post of President of the Canadian Manufacturer's Association. In his address to the annual convention, he stressed the need for adequate protection for Canadian manufactured goods.

"A tariff which under the most favourable circumstances barely enables our manufacturing establishments to relatively hold their own cannot but prove utterly inadequate to stem the swelling tide of imports when the foreign producer seriously and systematically prepares to unload his surplus on the Canadian market."

He also called for a "vigorous policy" in the area of forestry, pointing out that people of his generation were merely the "trustees for posterity", in regard to the forest industry.

When war broke out in 1914, Harry gave unstintingly of his time, money, and effort, to help the British cause. When a Citizens' Recruiting League was formed in September of 1915, he was elected its president. He gave generously to the various Victory Loan campaigns, and personally donated the money for a field ambulance for the Canadian army. In October of 1915, Mr. George Wedlake, Honourary President of the Y.M.C.A., received the following letter from Harry:

"Confirming my conversation with you re: Y.M.C.A., it is necessary that the work should continue, and more especially now that we have so many soldiers and recruits in our city. Their welfare and comfort is worthy of our best consideration now that they are going forth to "Fight for the Empire, Our Homes and Liberty." Enclosed please find cheque for \$2500 being my subscription towards same."

When Sir Sam Hughes, the Minister of Militia, called on businessmen to volunteer their services for the war effort, Harry stepped forward, and was made a Lieut. Colonel, and authorized to raise the second Brant County battalion, the 215th. (The 125th was the first, and its honorary commander was W.F. Cockshutt, Harry's brother.). Commenting on his appointment *The Expositor* predicted:

"... This announcement will be most popularly received in Brantford, where Lieut.-Col. Cockshutt is especially well known as a prosperous manufacturer. Nothing succeeds like success, and just as he has made a great success of his business, so, indeed, will Mr. Cockshutt be successful in the new sphere of activity to which he has been called."

Harry did not take his responsibility as commander of the 215th lightly, and spent many hours travelling about the county recruiting men for his battalion. He never went overseas with the battalion (which in fact, was split up and used as reserves), but he did retain his position as honorary colonel, and in later life he preferred that form of address to all others.

It was during the First World War, in the 1917 "Khaki Election", that Harry made his first and last attempt at political office outside the city of Brantford. The election hinged around the Militia Act of 1917, which called for compulsory military service, and

the formation of a Union "Win the War" government which was to cross party lines. Harry was a strong advocate of conscription, and when it was finally introduced he made this comment to the newspapers:

"I am strongly in favour of conscription. It is better late than never. Everything was done that could be done, and all that remains now is conscription. I only hope that they will get the slackers."

With his brother W.F. running in Brantford, Harry decided to seek the Conservative nomination in Brant. Getting nominated was no problem, but getting the endorsement as the "official government candidate" proved much more difficult. John Harold had received the Liberal party nomination in Brant. Both he and Harry claimed that they were the "official Unionist candidate." The argument raged, with first one and then the other offering to stand aside for a neutral candidate, but in the end John Harold received the official endorsement of Sir Robert Borden. Harry refused to step down claiming he had been the first candidate in the field, and he styled himself the Unionist "Win-the-War" candidate for the riding. During his campaign Harry continually stressed that he was a Union government candidate.

"I am a Union government candidate and I am going down to Ottawa to support the Union Government and to represent your interests there.... I am not personally ambitious, but I considered it my duty to enter the political field and carry your standard for Union Government...."

When the initial results came in Harry was the winner by a substantial majority. Then a strange thing happened. The vote from the military came in, and John Harold was elected by 83 votes. Harry had received only 16 votes from the military, and Harold had gained 390 of their votes. This must have seemed very strange to many people, given Harry's commitment to the war effort, and his own personal popularity among the men of the 215th. The explanation seems to lie in the government method of tabulating the military votes for this particular election. The ballots had no names on them, only the words, "Government Candidate" and, "Opposition Candidate." The government candidate, as seen by the government at least, was the "officially endorsed" candidate, who in the case of Brant riding was John Harold. That meant that when the Brantford men overseas voted for the government candidate, all those votes were credited to John Harold. There was also another wrinkle. Harry's name had been left off of a list of candidates published in a newspaper distributed to the soldiers. As a result, many soldiers would not even have been aware that Harry was running in the election. A protest by Harry's brother, W.F. (who had won in Brantford riding) in the House of Commons, had no effect, and John Harold remained as the victor.

The most illustrious period in Harry Cockshutt's life came in the years 1921-1927. During this period he served as Lieutenant-Governor of Ontario, and he brought to that office a new style and approach that can best be described as informal. In December of 1921, *The Toronto Globe and Mail* commented:

"The provincial palace in Rosedale is to become a Provincial institution under the regime of Lieutenant-Governor Cockshutt."

His goal as Lieutenant-Governor was to unite the people of Ontario.

"We want to make Government House a place for all creeds and sects who are citizens of the province We recognize that we are one people, and perhaps in my position, it is possibly my duty -it is my pleasure - to do all I can toward uniting this province in one grand whole."

To achieve this goal, he set about inviting people from all walks of life to luncheons at Government House. These groups included businessmen, farmers, labour representatives, and war veterans. In a 4½ year period, it was estimated that he had entertained over 80,000 people at his residence. One of the first groups to be invited was a group of citizens from Brantford. As *The Globe* stated:

"The folks from home are going to have the time of their lives."

From all accounts they did.

He was an innovator in another way as well. He not only invited people to come and see him, but he took extensive trips throughout Ontario in order to meet the people of the province. These trips covered the whole province from north to south and east to west. Throughout his travels, the theme of unity within the province and the country was the idea he most often spoke on. In addressing the St. Thomas Chamber of Commerce in 1922 he stated:

"In this country we want unity. We want it in the east and in the west and we don't want any dividing line between these 2 parts. ...let us never forget that we are Canadians sharing membership of the greatest empire the world has ever seen...."

Later that year, on a trip through northern Ontario, he made the following comments to the people of Haileybury.

"We have been brought up to love the Empire, but it is our duty to serve our Country and then the Empire. Let us all serve our Province, our Canada, and our Empire. When we do this we will be all united Canadians and all one of our great Empire."

In his vice-regal position he did not ignore the usual duties of the Lieutenant-Governor, such as opening provincial parliament, and entertaining important personages, among whom the Prince of Wales was included. However, he did seem to prefer an informal approach to his office, and upon arriving to take up his duties, he commented to a friend that he could never get used to this kind of a life. He was also quoted as saying to the papers:

"It's a great thing for a man in semi-regal station to be called "Harry" in print."

When he retired, he was honoured by the Province with a banquet that the *Toronto Star* described as, "the greatest banquet ever held in Canada." The banquet was held in the Coliseum at the Canadian National Exhibition grounds in Toronto, and was attended by over 2,000 people. As well, it was broadcast over the largest radio hook-up in Canadian history, to that time. The hook-up included, Toronto, Montreal, Ottawa, and Hamilton. In his speech of thanks Harry again referred to the need for unity in the country. In part he stated:

"There is something else also that lies near the hearts of all of us which needs constant and careful cultivation. It is the heritage of race - whether we be French or British, let our hearts reflect the pride we have in our Dominion and do all we can to promote the welfare, education and general upbuilding of our national life."

Harry Cockshutt's career then as Lieutenant-Governor was an unquestioned success. *The Guelph Mercury* noted:

"The office of Lieutenant-Governor of the Province of Ontario had never been better filled or its responsibilities and possibilities better understood and undertaken than by the present incumbent of the office ..."

The Niagara Falls Review viewed his tenure of office from another angle:

"He entertained county officials and worthies and municipal representatives, until the doors of Government House forgot what it was to be closed or locked."

After his retirement from his vice-regal office, Harry returned to Brantford to resume his duties as President of the Cockshutt Plow Company. (He had surrendered the position to George Wedlake upon becoming Lieutenant-Governor, but had resumed it with Wedlake's death in 1923.). The years 1928 and 1929 were boon years for the company, but like other industries that were dependent on the West for markets, the agricultural implement industry was hard hit during the depression years. Throughout this period Harry continued to believe that a protective tariff was necessary for recovery of Canadian industry. Commenting after a trip to England in 1933, he stated:

"The same thing applies to Canada; take down your tariff bars and you hand to foreigners what our own people are entitled to."

Earlier, in 1930, in commenting on the Federal budget he had noted:

"I am not satisfied with anything but a protective tariff for Canada. I am in favour of a national policy for Canadian people and I believe in having a tariff sufficient to protect our industries and give our people work."

In 1934 he retired from the Presidency, but remained active in the company as Chairman of the Board of Governors until his death in November of 1944. Just two months before

his death he had celebrated sixty years in the farm implement business. His vision for the future of the company never left him. In 1938 he stated:

"I look forward to seeing the Company much larger than it is today, for we can look ahead with confidence of greater achievements in the future than in the past."

During the 30's and up to his death, he became a type of elder statesman to whom people turned for opinions and guidance. He accepted the post of Honourary Chairman for the 1930 Relief Campaign in Brantford. He unabashedly supported R.B. Bennett and his policies, and was the man who introduced Bennett at the Conservative rally at the Armouries during the 1930 election campaign. At various times in speeches he condemned the Soviet Union, stating on one occasion that - "War should be non-existent. But before that I would have one war - to clean up Moscow." and condemned both the peace treaties signed after World War I, and the League of Nations. He was also honoured by the University of Western Ontario during the 30's by being appointed for three, 3 year terms as Chancellor. When World War II broke out, he continued to serve the community through being Honourary Chairman of various Victory Loan campaigns. (see sources 10)

All of the preceding has painted a picture of the public career of Harry Cockshutt. Yet the question still remains - what kind of person was he? His public career would indicate that he was a man with determination and ambition, rather inflexible in his attitudes, and very calculating in the moves that he might make. Doubtless many of these traits he learned from his father, Ignatius. He has been described by some as a "severe boss", rather difficult to approach, and imperious in his manner. As a husband, he was devoted to his wife Isabelle, and did everything he could to make her happy. She, in turn, returned his devotion, and did all she could to make their home a happy one. As a father, he has been described as being very strict with his two daughters. He involved his daughters in many of his public functions, especially during his term as Lieutenant-Governor, and it would seem that he wanted to be very much in control of their lives. When one daughter was being courted by an American diplomat, Harry called the young man in to see him, and then proceeded to inform the prospective suitor that he would not be allowed to marry his daughter - all this before the prospective bridegroom had ever broached the subject to Harry. Not too long after, Harry decided that he did not like another young man that this same daughter was engaged to, and even after the wedding invitations had been sent out, and the bridegroom's parents were on their way to Canada from England, Harry sent the daughter away on a year-long world trip. In the end, however, love prevailed, and the marriage was carried out, albeit a year late.

Harry Cockshutt died in November of 1944. He had contributed in many ways to Brantford's development, and through the honours he brought to himself, he also brought recognition to the city where he lived and died.

THE COCKSHUTT PLOW COMPANY THE SIGN OF THE PLOW

Although the Cockshutt family had been established in Brantford' since 1832, it was not until James G. Cockshutt, the eldest son of Ignatius Cockshutt, began his Plow Works in 1877, and it grew to be one of the largest producers of farm equipment in Canada, that the name Cockshutt became synonymous with the city of Brantford.

In establishing the Plow Works, James ran into opposition from his father who, although appreciating individualism and initiative, was not sure that such a venture would prosper, and who also felt that it was not the "proper" vocation for the son of one of the city's leading citizens to follow. As a result, Ignatius initially refused to give any financial aid. This lack of capital was a considerable handicap for any business at that time, but James believed in what he was about to do, and had foresight enough to realize that as Canada opened up, there would be an increasing demand for agricultural implements.

Significantly perhaps, the enterprise was launched in 1877, the year that Brantford achieved the status of a city. It began with a working force of 5 men, but by 1883, approximately 50 men were employed, and the business had become incorporated as The Cockshutt Plow Company. Ignatius had reconsidered his attitude by this time, was vice-president (even though he had officially retired from business in 1882), and was giving financial help to the undertaking.

Then in 1885 James died, and the possibility of the business folding or being sold to someone else raised its head. The family rallied to maintain the business, and James' brothers agreed to take over the running of the Plow Works. W.F. Cockshutt was president from 1885 to 1888, followed by Frank, who was president until 1911, and then Harry Cockshutt took over the position. At the same time, Ignatius remained as vice-president and chief financial backer.

One reason for the company's success, both in its early stages and later, was its willingness to move with the times, and its ability to create new machinery that would keep up with the changes in agriculture. James had invented what was known as the J. G. C. Sulky Plow, a plow on which the operator rode, and which had a unique way of raising and lowering the plow. An advertisement for this plow in the Farmer's Advocate and Home Magazine in September of 1883 stated:

"Our new nor' - west sulky gang plow is just the plow for the large farmer. One man will do the work of two. Suitable for all kinds of plowing."

Later, in the first decade of the twentieth century, the company patented a multi-furrow plow that surpassed anything else on the market, and in 1930 Cockshutt's developed a tiller combine that allowed the farmer to till his land and sow his seed in one operation. These inventions helped keep the business in the forefront of the agricultural implement industry.

Another reason for its initial success was somewhat circumstantial, but the company was able to take advantage of the circumstances and profit by them. The Canadian West was opening up during the 1890's and the first decade of the twentieth century. There was a need for agricultural implements. The Cockshutt Plow Company saw this, and sent salesman to the west to make the farmers familiar with the Cockshutt product. As a result, sales boomed. The company did more than just concentrate on the Canadian market. In 1895, Harry Cockshutt, then the managing-director, was sent on a world trip to sell the company's products. The venture was a success. Frank Cockshutt, when interviewed by *The Expositor* about Harry's trip, noted:

"He has been through England, Ireland, and Scotland, and you may say that at a great plow match in Dumfries, Scotland, which is considered one of the leading matches of the country, and in which appearances are made by many English, as well as American dealers and manufacturers, the Cockshutt plows of Brantford took first and second prize. This we consider a very important victory, and a great advertisement for the firm and also the city."

Harry's trip also took him to continental Europe and to Australia. In Australia, which was also enjoying a period of heavy immigration, he received quite a few orders for the company's products.

The increased demand for Cockshutt products led to the expansion of the manufacturing facilities. A headline in *The Brantford Courier* on January 11, 1898, stated:

*NEW WORKS STARTED
The Cockshutt Plow Co. Have an Opening at
Noon Yesterday.*

The article that followed went on to describe the ceremonies that were attendant on the opening of this new works. The article also pointed out, that in 1896 the firm had sold over 8,000 more implements than in 1890, and that the payroll in 1890 had only totalled 49 men while in 1896 there were over 150 employees working twelve hours a day, "with the probability of 175 to 200 within the next few days."

A story in *The Expositor* on October 8, 1898, dealing with building operations in Brantford during that year, commented:

"During the season the Cockshutt Plow Company have quietly and unobtrusively been expending a considerable amount of money, \$15,000 in round numbers, in the extension of their establishment on Market Street south. It will be remembered that last year they followed a similar policy, and when the additions already underway are completed the Cockshutt works will be among the most complete factories in the city."

Business continued to boom. On March 4, 1899, *The Expositor* announced:

"The Cockshutt Plow Company has followed the example of the Massey-Harris company in granting their employees an increase in wages... The Cockshutt Plow have had an excellent season, and this increase means a large sum weekly added to the ordinary pay roll."

Further expansion came in 1903 when the company moved into a new factory, a 21½ acre site on the Mohawk road, capable of employing 600 men. *The Expositor* called the facilities, "beyond all doubt the most completely equipped and the most thoroughly adapted to the needs of a plow factory," and stated - "That whole plant is as near perfection as it can be made." On June 11, 1910, *The Expositor* again announced expansion.

"Further details of the extension of the Cockshutt firm showed the Company would expend \$400,000. There would be 12 new buildings for the local Plant and warehouses in the northwest."

A basic change took place in the company structure in 1911. Frank Cockshutt, the president at that time, and Harry Cockshutt, the managing-director, differed on the future of the company. Frank was interested in carrying on the business as it was, but Harry saw the possibilities that could accrue from amalgamation. As a result, Frank resigned in favour of Harry. The company sold stock on the open market, and the Adams Wagon Company, and The Brantford Carriage Company were purchased, as was an interest in the Frost and Wood Company of Smith Falls. This gave the company a more complete line of goods to sell, and resulted in an increase in business volume.

The company received war contracts during the First World War, and at the war's end was flooded with orders for farm machinery for a war-ravaged Europe. Added to this was a further period of expansion in the Canadian West, and as a result business continued to increase.

In April of 1929, the financial page of *The Expositor* reported:

"Operations of the Cockshutt Plow are being carried on in a much larger scale than theretofore with the large export order received earlier in the year playing an important part in the increased output."

Again in July, *The Expositor* noted:

"The Cockshutt Plow Company has just completed the first 6 months of its fiscal year, and the sales during that period, both domestic and export, are said to have been greatly in excess of those of the corresponding months last year."

It was the last such statement for some time. On October 29, 1929, the Depression arrived, and the newspaper on that day noted that Massey-Harris and Cockshutt stocks were "deplorably weak." In spite of the gloomy outlook, Harry Cockshutt reported to the stockholders on January 16, 1930:

"Perhaps the outlook is not quite as bright at the present as it was a year ago, but we will always have ups and downs in our business activities, and we see nothing now that will seriously interfere with the prosperity of the company in future years."

The "downs" were to predominate for the next few years. In 1932, the deficit for 1931 was recorded as \$494,486. The President ended his 1931 report to the shareholders with these words:

"We hope to present to you, at the close of another year, a more cheerful statement."

The report for 1932 was a little more "cheerful", but the deficit was placed at \$292,151. The Cockshutt Plow Company was dependent on the Canadian West for much of its sales, and until the conditions in that area improved, and world trade in general improved, there was little hope of improvement for the company. Not only could the farmers not buy more farm equipment, many were unable to pay for the material that they had already purchased. As a result, the company found itself not only having to curtail production, with the consequent loss of revenue from sales, but they also had to carry many farmers through the depression years.

The annual report for 1935 stated:

"The past year has been a difficult one, and conditions beyond our control still retard our recovery."

However, in 1936, the company showed a profit of \$21,486. The corner had been turned. Sales in 1938 were reported up 15 1/2 percent over the previous year, and in 1939 an order for a large number of plows for Britain was received, thus helping sales.

The Second World War meant war work, and war contracts began to arrive in 1940. The Canadian government limited the production of agricultural implements during the war because of the need for steel for vital war materials. Under government auspices, the Cockshutt Plow Company, although still manufacturing some farm implements, turned its facilities to construction the fuselages for Avro-Anson bombers, and for that purpose, the Cockshutt Moulded Aircraft Limited was formed.

As the end of the war approached, the company made plans for conversion to peace-time production of farm implements, and business expanded rapidly. After 10 years of increasing sales, a recession hit the farm implement business in 1955, and stocks fell. Speculators from the English Transcontinental Company picked up control of the Cockshutt Plow Company, and in 1961 the process of breaking up the business was

begun, and the Cockshutt Plow Company was eventually taken over by the White Motor Company.

Mention should be made of employer-employee relations during the existence of the Cockshutt Plow Company. In the earlier days the Cockshutt family took a paternal interest in their employees, and a feeling of loyalty was returned by the employees. For example, on the occasion of the opening of the expanded premises in 1898, Harry Cockshutt was the recipient of the following address from the employees.

"We take this opportunity of expressing our sincere regards for the members of the firm as represented by the manager. We have noticed with pleasure the growth of this firm and the added popularity of their varied implements from year to year, and on this, the occasion of the opening of your new and largely improved works, we desire to thank the firm for the many expressions of their interest in our welfare which they have manifested towards us their employees. We wish to assure you that we shall continue to feel a deep interest in the prosperity of this firm, and hope that by diligent attention of our respective duties to see your manufactures occupying a still higher place in the markets of the world.

Wishing you continued success and increased enlargement of your works."

For the most part, this attitude of mutual respect between employer and employee continued during the firm's existence. As President, Harry Cockshutt expected a day's work for a day's pay from his employees, but he also respected the workingman and his contribution to the company's progress. An Industrial Union was set up by the company, consisting of representatives from both the company and the men. Its principal aim was to hear grievances and suggestions from the men, and to pass on company policy to its workers. When the U.A.W.C.I.O. began making inroads into the plant in the early 40's, the company did not encourage them, but they let the men decide the issue for themselves. With the arrival of the union, the era of paternalism within the company came to an end.

With the demise of the Cockshutt Plow Company, an era in Brantford's history was ended. The Cockshutt Plow Company had come into existence with the incorporation of the city of Brantford in 1877. It had grown with the city, and the city with it, until the two were synonymous in the minds of many.

CONCLUSION

There can be little doubt that the Cockshutt family played a very significant role in the development of Brantford. Few other families in the area, if any, achieved the prominence and status enjoyed by the Cockshutt family. This status was not something that was gained overnight, but came only after a period of time, and was due largely to the efforts of the family in aiding the growth of Brantford.

The Cockshutt influence in Brantford reached its zenith during the period between 1880 and 1930. Coincidentally perhaps, this was an era when Brantford achieved an importance, nationally and internationally, that it had never had before, nor has enjoyed since. To a large degree, the Cockshutt Plow Company was responsible for this recognition. The question here becomes one of the chicken and the egg. Did the Cockshutts make Brantford, or did Brantford make the Cockshutts? The answer would seem to be that a mutual dependence worked to the advantage of both. In any case, as Brantford grew during this period, so did the prestige and power of the Cockshutt family. Then, as Cockshutt wealth and power declined, so did the importance of the city of Brantford on a national scale.

There are many theories as to what motivated the Cockshutt family. Some argue that it was the love of money and power, and point to the numerous civic, business, and industrial boards that they served on, and in many cases controlled. Some contend that in order to maintain their wealth and power, and to keep control of the labour market, the Cockshutts, along with other concerns, kept some major industries from settling in this area. Still others contend that the Cockshutt family could not lose, as two (Frank and E.L.) were Liberals, and two (W.F. and Harry) were Conservatives, and so no matter what party was in power the family was bound to reap rewards. Their defenders contend that most of the above arguments are either false or a case of envy, and they defend the motives of the family as being honourable and altruistic, and point to the many contributions that the family has made to the city, monetarily and culturally.

Whatever their individual or collective motives, the Cockshutt family was a potent force in the development of this area. They were here from the earliest stages of the area's development, leading and directing its growth. In doing this they did become prominent and powerful, but if that prominence and power added to their status, it was also of benefit to Brantford, whether intentionally done or not.