

by the Canada Land Company to look after their timber. At present he has charge of eighteen townships for the Ontario Government, and acts as agent for the Canada Land Company in twelve counties. Mr. Freeman is Justice of the Peace in the county of Frontenac, and B. R. in four other counties.

#### JAMES GRANT, Esq.,

Is second son of the late Mr. James Grant, of Banifield, who was well known in the counties. In 1857 he proceeded to California, via the West Indies, where he embarked in mining operations, and was moderately successful. Thousands of people at that time flocked to that part of the world in pursuit of gold, some of whom made handsome fortunes, while the majority failed to improve their circumstances. Dr. John Grant, brother of the subject of our sketch, accompanied him to California, where he has followed with success the practice of his profession for seventeen years. He settled at a beautiful town, called Watsonville, in the vicinity of San Francisco. The climate of that country is unequalled, and must be considered one of the most productive wheat-growing districts in the world. Notwithstanding the many advantages of that country, however, circumstances so transpired that Mr. Grant was obliged to leave its wealth and beauties, and return to the land of his nativity. In 1860 he settled in the township of Loughborough, where he purchased the valuable farm, a sketch of which, together with a portrait of its owner, appear in our work. In 1868-9 and 1871, Mr. Grant was an active member of the Township Council, and invariably took a lively interest in the welfare of his constituents. He is not only engaged in extensive farming operations, but he devotes special attention to the working of phosphate mines, which have become so important and profitable, in the township of Loughborough.

#### F. X. COUSINEAU,

Located in the city of Kingston, Ontario, in 1858, with the intention of improving himself in the English language, he being by birth a French Canadian. Having in some measure accomplished his object, his services were secured by the then celebrated house of Mr. James Davis, drygoods merchant, so well known and esteemed in the city and surrounding district. Here he remained two years, and in 1860 he entered the establishment of R. Waddell & Co. Mr. Cousineau's business ability was so appreciated in this house that he was retained nine years, the last three of which he was taken in as partner. During his connection with Messrs. Waddell & Co. the business was considerably enlarged and improved, and the increased wealth and prosperity of the house, it is said, were chiefly due to the tact, energy, and management of the junior member of the firm.

In 1869 the partnership was dissolved by mutual consent, and the subject of our sketch having made himself thoroughly acquainted with the people and trade of the community, commenced business on his own account. The Orange Hall building, a sketch of which appears amongst our illustrations, was then vacant, and had been so for a considerable time, when it occurred to Mr. Cousineau that it was just the place for an extensive drygoods emporium. He was, as it will be seen, correct in his calculations, as in that building he has built up one of the largest and most lucrative retail trades within fifty miles of the Limestone City.

From the first day of opening, Mr. Cousineau resolved upon the wise and safe system of doing business exclusively for cash, and devoted special attention to the cultivation of the farmers' patronage. He buys for cash, and when large parcels of goods are offered at ruinously low prices he is in a position to command the needful, and thus secure for his vast army of customers bargains which they otherwise could not obtain.

One of the grand secrets of Mr. Cousineau's success in business during the last nine years is his method of advertising. He may be justly styled the printer's friend, yet he takes good care that the printer gives him value for his money; he does this part of his business judiciously, choosing always the best modes of keeping the advantages of his house continually before the public. This item of expenditure amounted last year to the large sum of *fifteen hundred dollars*, yet it is the most profitable investment he could have made, and as a legitimate result he turns over his immense stock nearly four times a year. Narrowly looked into, Mr. Cousineau conducts his business on the *mutual* principle, that is, he divides his profits with his customers—he buys well and gives them the benefit—he makes extensive sales, and, therefore, can sell for a mere commission on the wholesale price, and to illustrate this principle more fully, his latest method of advancing the interests of his patrons is that he actually gives them back a portion of his profits in drygoods varying in value according to the extent of their purchases.

#### MESSRS. GIBBARD & SON.

The business of this well-known and highly-respected firm was established at Napanee, in 1840, and has grown with the growth of that flourishing town. The fame of the house as manufacturers of and dealers in all kinds of furniture extends from Ottawa to Toronto.

The career of the firm illustrates the fact that from the most humble beginnings frequently arise the most gratifying results. In the year 1836, Mr. John Gibbard came to "The Napanee," as the village was then known, and which it is still called by old residents, and for a time successfully carried on the business of a carpenter. In the year 1860 he leased a mill on the canal, and commenced on a modest scale the manufacture of sash, doors, and furniture. Unfortunately, the factory was burnt to the ground in 1864. It was, however, rebuilt on a more extensive basis in 1868, when Mr. Gibbard admitted his son, Mr. W. T. Gibbard, to a partnership in the business. In 1871 the manufacture of sash and doors was dispensed with, and the entire energies of the firm devoted to the production of furniture. The business continued to grow and flourish till misfortune once more made its unwelcome appearance. On the 5th of December, 1874, the factory, when in first-class running order, became a victim to the fell destroyer—fire. Calamities of this kind often destroy energy, cripple effort, and otherwise damage the sufferers. Not so, however, with Messrs. Gibbard & Son. The loss, though painful in itself, imparted new life, developed fresh enterprise, inspired combined exertions, and success was the legitimate fruit. The factory was without any delay rebuilt, and before the end of the following February one of the most complete, extensive, and convenient buildings for their business had risen on the ruins of those which had in their day been

useful, but less convenient. The new structure was more extensive and better adapted in every way to meet the demands of a rapidly increasing business, so that the apparent misfortune became finally a permanent benefit. It was supplied with both steam and water power, furnished with all the latest and most improved machinery to constitute a factory not excelled in the Province in the completeness of its facilities for producing the very best furniture of every description. The firm now manufacture, chiefly under the personal supervision of the junior and more active partner, Mr. W. T. Gibbard, cane and wood-seated chairs, drawing-room, dining-room, bed-room, and office furniture, in fact every article that comes under the head of elegant furniture, from a basswood cradle to a rosewood coffin. In the same year that their new premises were rebuilt (1874-5) they made extensive additions to their already commodious warerooms, making them equal in every respect to the best in the Province.

These warerooms are kept fully stocked with all kinds of goods in their line, while the factory is kept continually working to its fullest capacity to supply the ever recurring deficiencies in the stock, caused by the demands of the trade. Not only are the extensive sales of the firm confined to their own locality, but the excellence, strength, and beauty of their furniture have become so well known and appreciated, that Messrs. Gibbard & Son frequently fill orders from various distant parts of the country, where they have invariably taken first prizes at Provincial, Central, and County exhibitions.

#### HENRY R. SPENCER

Was born in the village of Newburgh, Ontario, on the 17th of August, 1838, and was educated at the Newburgh Academy, which at that time was conducted by David Beach, Esq., as principal, and John B. McGuin, Esq., as teacher of the higher branches of English.

At the early age of fifteen years, Mr. Spencer commenced his business life, when he entered the establishment of Dowling & McGuin, where he received the first rudiments of mercantile knowledge. Mr. Dowling being a practical and thorough man of business, he succeeded in making a lasting impression for good on his youthful pupil, and ultimately moulded him into his own character.

He remained with the firm one year, when he got a position in the house of Griffith Davis, of Kingston. Here he commenced at the bottom of the ladder, as a parcel boy, but although the position was an humble one, he climbed each step steadily, and we may safely predict that he will ultimately reach its summit. He had only been about a year in this house until he was promoted to the position of salesman in the haberdashery department. Gradually, the subject of our sketch was promoted, and his salary from time to time so advanced, that he soon found himself in easy circumstances.

At this juncture, he thought it would be a wise course to improve and cultivate his intellectual attainments, and he determined to attend another term at the Newburgh Academy, which at that time was conducted by William Lewin, Esq., afterwards the Rev. William Lewin, minister of the Church of England. At the close of the academical term, Mr. Spencer was offered a situation by John D. Ham, Esq., of Newburgh, which he accepted, and worked for him four years, when he was solicited to change for a clerkship at Ogdensburgh, New York, but Mr. Ham, being perfectly satisfied with his juvenile assistant, gave him an advance on his former salary, and secured his services for three years longer. During his stay with Mr. Ham, Mr. Spencer laid the foundation of a thorough practical business education, which has enabled him to cope with the best business men of the county.

His employer, John D. Ham, Esq., was considered one of the best business men in Lennox or Addington, and with the elements he had to work upon in the person of Mr. Spencer, we do not wonder, after seven years' training, that he has produced a fac simile of himself.

In 1866, our young friend was offered a situation by the Hon. John Stephenson, to take charge of a piano business at Toronto, which he accepted, but did not continue more than eight months with that gentleman, on account of his distaste for that particular business. After this Mr. Spencer managed a drygoods business at Napanee for Mr. Stephenson, on the corner of Dundas and East streets, which, during the two years of his management, was greatly improved and enlarged. The connection between Mr. Spencer and Mr. Stephenson, however, was soon severed, and the management of the business transferred to the sons of the latter gentleman.

After leaving Mr. Stephenson, he was offered a situation by Mr. A. C. Davis, a leading merchant of Napanee, and an honorable man of business, and the terms offered being liberal, he accepted, and worked for him about a year, when he was offered a very much larger salary to proceed to Minnesota. Wishful to better his condition, he did not refuse this offer, but having no particular regard for the business or the place, he returned to Napanee, and once more entered the house of Mr. Davis.

In April, 1871, Mr. Spencer formed a partnership with D. J. Hogan, and commenced business under the firm and style of Spencer & Hogan. The capital of the firm was limited, in the first place, but both members possessed what is frequently of far greater value than mere money—industry, energy, perseverance, frugality, and judicious management. The firm built up a very successful business in a comparatively short time, and there is no doubt it was the most extensive clothing house ever seen in the town of Napanee. Although, as we have stated, the funds of the firm were small to commence with, the firm never had one of their notes protested, a fact which redounds to their credit.

The partnership was limited to five years, and terminated October 1st, 1876. Mr. Hogan retired from the business, and notwithstanding the unusual severity of the times in monetary matters, Mr. Spencer paid him the amount of his share in the concern, and the business is now continued in the name of Henry R. Spencer.

The store occupied by the business, an interior view of which appears among our illustrations, is one hundred feet long by sixteen feet wide, and the number of hands employed by the house consists of sixteen, and occasionally twenty in busy times, which include a cutter and two clerks. They occupy two rooms up stairs, each fifty by sixteen feet, which are furnished with all the modern improvements for heating irons and other work.

Mr. Spencer makes it a point to buy only the best qualities of tweeds and cloths from England, Scotland, and Germany, and he prides himself on keeping the largest stock of Canadian tweeds in the county.

In this establishment the very best trimmings are used; no apprentices employed, but first-class, experienced workmen; while the cutter is a thoroughly practical artist. The clerks of the house are instructed to be courteous and obliging to customers, and in no case to mislead a buyer by recommending an article as first-class when it is not really so. Mr. Spencer adopts the one-price system, and if the customer pays cash, he gets a reduction of five per cent.

Mr. Spencer solicits the patronage of every gentleman in the three counties and elsewhere, and from his twenty-five years of business experience there can be no doubt he will, as he has hitherto done, give the most unqualified satisfaction.

#### H. W. PERRY.

John W. Perry, father of H. W. Perry was born in the State of Maine (U. S.), and has attained to the ripe old age of eighty-three years, sixty-one of which he has been a resident of the counties of Lennox and Addington. In the early part of the history of Napanee he was what was then called Police Commissioner, and for many years occupied the position of Justice of the Peace.

H. W. Perry was born in the county of Lennox and has been actively engaged in business pursuits for more than twenty years. During nine years of his time he has occupied the position of assistant in an extensive hardware establishment at Napanee, where he obtained a thorough knowledge of the business. In 1877, on account of the stringency of the times, he was enabled to purchase on the most favorable terms an immense stock of all kinds of goods in his line at a very great sacrifice. He consequently commenced business on his own account with a general assortment of hardware, oil, paints, glass, and in fact everything associated with a trade of the kind. Judging from his superior business capacity and the numberless advantages at his command, including his extensive connections in the counties of Lennox and Addington, he cannot fail, with ordinary care, to build up a large and profitable business.

#### A. S. ASHLEY, L. D. S.,

Eldest son of the late John Ashley, Esq., who was well known and highly esteemed in these counties, having for many years occupied the responsible office of Reeve of the township of Kingston, was born in the same township in 1840. He has had more than twenty years' experience in dental surgery, and has been very successful in the practice of his profession, both in the Dominion and elsewhere. He is now established in the flourishing town of Napanee, Ontario, where by skilful treatment, prompt attention, and moderate charges, he has secured an extensive practice.

Frontenac County Officials.

PLACE.	REEVES.	DEPUTY REEVES.	TOWNSHIP CLERKS.	TP. TREASURERS.
Kingston.....	E. P. Vanhew.....	E. N. Spooner.....	P. McKim.....	Dr. Brigham.....
Pittsburgh.....	M. Stachan.....	R. Anglin.....	C. Bevan.....	Dr. J. B. Briggs, Esq.
London.....	P. Dawson.....	D. Healey.....	H. O. Hinchcock.....	John Dawson.....
Wolfe Island.....	D. J. Walker.....	J. McGee.....	A. Ritchie.....	John King.....
Storington.....	C. Rutland.....	R. McConnell.....	J. Nichols.....	John McNealey.....
Longport.....	J. Watson, Jr.....	E. Joyner.....	J. Donnelly.....	W. Lawrence.....
Bedford.....	R. Howe.....	R. Stinson.....	J. Nicholson.....	S. F. Stewart.....
Portsmouth.....	D. D. Cahill.....	J. H. Hinchcock.....	R. Stinson.....	H. Bateman.....
Barrie.....	T. Tapping.....	E. Playfair.....	A. Malone, Jr.....	N. McLeod.....
Clarendon and Miller.....	B. Watkins.....	James Ray.....	Thomas Kelly.....	W. Deighton.....
Palmerston and Canboro.....	J. R. Dawson.....	J. H. Hinchcock.....	J. Eltington, M.D.	W. H. Plotz.....
Hingham.....	K. Ryan.....	Benjamin Dettler.....	J. M. Price.....	Wm. Stoddell.....
Olen.....	J. Williams.....	Thomas Andrew.....	D. Goodfellow.....	Geo. Mondas.....
Kingstonsville.....				

County Officials of Lennox and Addington.

PLACE.	REEVES.	DEPUTY REEVES.	TOWNSHIP CLERKS.	TP. TREASURERS.
Adolphustown.....	H. H. Allison.....		F. Manby.....	S. W. Trunpout.....
Amherst Island.....	G. Wright.....		W. H. Montgomery.....	R. School Inspector.
Bath.....	R. B. Fitch.....		C. L. Rogers.....	F. Ford, P. Reeve, Esq.
Camden, East.....	J. W. Bell.....		J. S. Miller.....	J. N. Lapam.....
Denbigh, Abinger & Ashby.....	S. Lane.....		W. Lane.....	John Lane.....
Ernestown.....	J. F. Aysworth.....		R. Aysworth.....	P. Timeham.....
North Frederickburgh.....	W. N. Doller.....		F. Aysworth.....	Jacob Schuyler.....
South Frederickburgh.....	J. H. Hinchcock.....		E. B. Sills.....	George Casselle.....
Kanadar and Angressa.....	J. C. Hinchcock.....		G. Bretherton.....	O. Easton.....
Napanee.....	J. C. Hinchcock.....		P. Embury.....	Henry Paul.....
Newburgh.....	W. A. Bell.....		J. B. Aysworth.....	W. E. Hazard.....
Richmond.....	Edith Scott.....		W. B. Howard.....	A. Hassard.....
Sheffield.....	G. Joyner.....		James Shields.....	