

REVISED TRANSCRIPT OF AN INTERVIEW

With

Harold V. (Pete) Hart

General Woodlands Manager
Northern Timberlands Division
St. Regis Paper Co. Ltd.

Interviewed by

Elwood R. Maunder
Executive Director
Forest History Society

at

Fort Myers Beach, Florida
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Preface

This interview was conducted by Elwood R. Maunder, Executive Director of the Forest History Society, Inc, Durham, North Carolina. Maunder visited Hart at Fort Myers Beach, Florida on October 4, 1976 to record the interview.

A transcript was typed and the draft edited by hand, but an edited copy was not produced. The original edited draft is located in the Archives of the Forest History Society in Durham NC. The interview is catalogued¹ as part of the FHS holdings and was listed among a summary of library and archival references which related to Canada.

This list came to our attention courtesy of Cheryl Oakes, FHS Librarian, while we were searching for background to a history of North Western Pulp and Power Ltd., Alberta's first pulpmill, the agreement for which was signed in 1954. It was a joint venture of North Canadian Oils and St. Regis. Harold Hart was then head of St. Regis' Northern Woodlands. He was responsible for the initial assessment in 1954 of the proposed lease area in the Edson-Hinton area and was instrumental in developing the forward-looking lease arrangements. These were unique in Canada at the time. The lease required the Company to assume responsibility for sustained-yield forest management, including forest inventory, planning, road-building and reforestation.

A copy of the edited draft was made available to us by the Forest History Society, we arranged to have it re-typed to incorporate the editing, and also corrected spelling of some of the Canadian place names.

This interview provides additional interesting insights to the St. Regis corporate philosophies of the time. We are pleased to have this background and have added some of it to our history. We acknowledge with thanks this contribution of the Forest History Society.

Peter J. Murphy
Weldwood Forest History Project

2 June 1999

¹ Interview. H.V. Pete Hart with Elwood R. Maunder, 4-10-76, Ft. Myers Beach, Florida. Tape #597-1, Side A (middle of tape)

Interview with Harold V. Hart

Maunder: How did you first become associated with the St. Regis Paper Co.?

Hart: When I graduated from the forestry college at Syracuse University in 1922 I had promised to go to California to work for the Scotia Lumber Company. A friend of mine named Ted Earl heard about it and he said, "My gosh, you promised me that you'd go to Oskelaneo and work for the St. Regis Paper Co." Well I said, "Yes, but you haven't mentioned it in quite a while, so I looked around for another job." Ted said, "Gee whiz, I want you to go up there." The upshot of it was that I gave my job in California to a friend of mine, another graduate of Syracuse, named Dick Pratt. So anyway, I went up to Oskelaneo with Ted Earl. He was a classmate of mine and we palled around all through college. He was very disappointed about my taking that job in California. It didn't make very much difference to me; I didn't know anybody in either location. In those days jobs were scarce and a job was a job, so I went up to Oskelaneo with him. That's how I happened to join St. Regis.

Maunder: While you were going to forestry school, had you been thinking in terms of a job working for industry?

Hart: I always thought of working for industry but there weren't too many companies who were hiring foresters at that time. I took the Forest Service examination, passed it, and was put on a list so that when they needed men, they would let me know. But when this job with St. Regis opened up, I went up there.

Maunder: While you were in college had you been exposed in any way to work being done on St. Regis forest lands?

Hart: No, I don't think so. This friend of mine lived in Watertown and he had connections with St. Regis. He had connections with John Warner, who was one of the directors and who invented the Warner grinder which was a magazine grinder, one of the first that was ever used. He developed that at the same time Boith, who was a German, was developing his. So they worked this thing out together and finally, instead of competing with one another, they joined together. That result is the big magazine grinder that we have today for grinding pulpwood.

Maunder: Was Warner a native of Watertown?

Hart: Yes, he was a native of Watertown. He had been in the paper business but I don't remember the name of his company.

Maunder: They manufactured these grinders for sale to paper companies, I presume.

Hart: After they combined and tested the thing out, proved it, and showed that it was worth what it was supposed to be worth, then they sold grinders to any company that wanted one. And, of course, the magazine grinder took over the pocket grinders which had been used before.

Maunder: How would you describe the ways in which a pocket grinder worked as compared with this new Warner grinder?

Hart: The pocket grinder, of course, had only one stone in the bottom of it, and it had three pockets in which you put wood. The weight of it held it down against the stone and rubbed off the fiber. Then they put pressure on it with a hydraulic pressure. Push it down on the three pockets. But the magazine grinder was a huge thing. It had a column up there about fifteen feet and you put in four-foot wood instead of two-foot wood. You filled that magazine full of wood and the weight of the wood replaced the hydraulic pressure that was used on the other. And, of course, that was a continuous grinder; every minute the stone was against a mass of wood to make the pulp. These others you had to open the doors of the small grinders and put in another stick and while you were putting in the stick, there was no pulp being made. So this was a very substantial technological improvement.

Maunder: When did this develop?

Hart: I should say about 1925.

Maunder: In other words, you saw this technological development take shape and tested in your own mill.

Hart: That's right. Prior to that it had not been used. As a matter of fact, there was a test run between the Warner grinder and the pocket grinder that must have lasted six months or a year. The Warner grinder was installed at a small mill called the Black River mill in Black River, New York and it was tested there in competition with a set of stones that we had at Deferiet which were small pocket grinders. There was quite a little bit of competition between the engineers who were testing it. Phil Baron tested the Warner

grinder. Alva Miller was up at Deferiet, and he's the engineer who was running the tests on the pocket grinders. There was keen competition between those two engineers. Of course, the result was good; they wanted to prove that one or the other was the best, and they did.

Maunder: I've heard it said, Pete, that the paper industry, by and large, has tended to be rather conservative over the years in the area of introducing new equipment because the engineers were always fearful of testing something new that would stop production. They didn't want to lose ground and get into disfavor with their management. Is that a true appraisal in your view?

Hart: To quite a large extent, that is true. You see, that was the trouble with Alva Miller. He wanted to prove that his pocket grinders, which had been used ever since they started to make paper, could compete against this magazine grinder, and he was doing his level best to accomplish that. That bears out what you say about how they hate to give up the old methods for fear that new methods will fail, and they'll get in trouble with the management.

Maunder: Who actually hired you for St. Regis?

Hart: Alec MacKinnon okayed my appointment there. I didn't have much of a job when I started. I was a forester, but foresters were unknown. This was up in Canada, you see, and foresters were something new. They didn't have much of a status at that time.

Maunder: What was Alec MacKinnon's position?

Hart: He was the managing director of the St. Regis Paper Company of Canada then. He was located in Montreal, and the only land that they were operating was at Oskelaneo which was up in the Abitibi District of Quebec which is the northwest part of Quebec Province.

Maunder: Is that a part of what was called the Godbout tract?

Hart: No, the Godbout tract was way down on the Labrador coast about four hundred miles from Montreal toward the east, Oskelaneo was toward the west and further north.

Maunder: You went to work, then, up at Oskelaneo. Was there a mill there?

Hart: There was a wood preparation plant. We had a drum barker, and we used to cut about twenty-five thousand cords of wood a year and ship it all by rail from Oskelaneo down to Deferiet and to Norfolk.

Maunder: In other words, it was primarily a place for harvesting and rough processing of the pulpwood logs before they were shipped. Were they debarked before they were shipped?

Hart: Yes, they were debarked in this drum barker. We cut logs and then we cut the logs into thirty-two inch pulpwood.

Maunder: Was this entirely spruce?

Hart: Spruce and jack pine and balsam. There was only a small percentage of balsam; most of it was half and half of jack pine and black spruce.

Maunder: Were you clear cutting or selectively cutting these lands?

Hart: We were not selectively cutting. You might say it was clear cutting, or you might call it cutting to a diameter limit. We didn't take anything less than five inches on the stump, and we cut everything so what was left was a few five-inch and smaller trees.

Maunder: Of course, that freed up the younger stock to grow.

Hart: Yes, we gave it a chance to grow and they're still cutting that way today.

Maunder: There was no replanting at that time.

Hart: No. Everything depended on natural regeneration.

Maunder: In other words, you as a forester were more particularly employed as a wood procurement man.

Hart: That's right, wood procurement and wood manufacture.

Maunder: And what was the nature of the work that you did there? Were you out in the woods most of the time?

Hart: Well, I did everything. It was a small operation, so I did all the jobs that there were. We had to drive; we had to bring this wood in by water, so there was a towing operation on the lake. I worked on that. I did scaling of the wood when we paid the men. I was time-keeper in the drum barker mill. The last job I had there was bookkeeper. It wasn't anything very elaborate, but the books had to be kept and the time had to be kept for the men.

Maunder: Was there anyone immediately superior to you at that particular operation?

Hart: There was a manager named Charlie Levy.

Maunder: Was he an American or a Canadian?

Hart: Canadian. He was a man that MacKinnon hired to go up to Oskelaneo and start an operation there.

Maunder: Were most of the employees of the company Americans or Canadians?

Hart: All Canadians, except me and Ted Earl who was there too. After a time, Levy was moved down to the Montreal office and Ted was put in charge for a while. Then Charlie Davidson came over from the United States and he was in charge for a while. I wasn't entirely satisfied, so shortly after he got there, I went into the Montreal office.

Maunder: Were you employed in Montreal as a forester for the company?

Hart: I was a district inspector and I was a purchasing agent. You see, it was a small organization, so you did most everything.

Maunder: You were buying stumpage, I suppose, more than you were managing St. Regis owned land, is that correct?

Hart: That's true during the period when I was in Montreal which lasted until I went to Godbout in 1928. During that period I inspected pulpwood we bought from brokers throughout the province of Quebec, and I inspected and cruised freehold land that we were going to buy.

Maunder: How many acres of land did you eventually purchase up there?

Hart: Oh gosh, that would be pretty hard for me to tell you without looking it up in the records. It was a substantial amount of acreage. For instance, I cruised about 100,000 acres at Godbout, and I spent six weeks in the winter down there cruising that land and surveying the boundary of it.

Maunder: Is it that which became known in St. Regis history as the Godbout purchase?

Hart: That was part of it. Earlier, we bought some Crown land and also some freehold land. I should remember exactly what that acreage is but it was roughly seventy-five thousand acres that we bought first. Then we bought this 100,000 acres and then we bought another block of ten thousand acres from the CPR (Canadian Pacific Railroad). We owned about 200,000 acres in all at Godbout.

Maunder: Over a period of how many years were these purchases made?

Hart: Let's see, the first land was bought from a man by the name of Kelly and that occurred in about 1920. Then the last land that we bought was the 100,000 acres that I spoke of, and that was bought in 1928.

Maunder: Were these land purchases made to provide a source of raw material which was to be shipped to your mills in New York state?

Hart: Yes, shipped by boat up to Waddington, New York for use at Deferiet and Norfolk and Harrisville. Those were three mills that the company owned at that time.

Maunder: Were there ever any plans to create mills in Canada which would draw upon this material?

Hart: As early as 1928, or before that, they had an idea of building a mill at Cap-Rouge near Quebec City, based on the supply that they would get from the Outardes River on the North Shore, not quite as far down as Godbout is. They went ahead with rough plans of that but along came the Depression and the paper industry suffered, as all the other industries did, and the St. Regis Paper Company was obligated to purchase this government land on the Outardes River.

Maunder: Where was this located?

Hart: This is in Quebec, on the North Shore.

Maunder: And where is the Godbout tract?

Hart: The same place, both in Quebec. They're within thirty miles of each other.

Maunder: What about the land which you mentioned earlier as being further north and to the west of Quebec City?

Hart: That was Oskelaneo. It was another purchase of freehold land.

Maunder: How many acres were involved there?

Hart: Thirty thousand acres, I suppose.

Maunder: In both of these two areas, one in western Quebec and the other in eastern Quebec, were the species that you were harvesting and chipping essentially the same?

Hart: No, we had jack pine in the Abitibi District, which is Oskelaneo, and we had very little jack pine in Godbout. We had very little balsam in Oskelaneo, but we had a lot of balsam in Godbout. And then Black Spruce was the preferred species, and still is. Those were the three species that we used.

Maunder: You mentioned that the Depression had profound impacts on the affairs of the company. How did this reflect itself in your work as a forester and what you were doing for the company?

Hart: In 1928, I was put in charge of the Godbout operation, so I moved down to the North Shore. That is rather a remote place. There was no road; there was no railroad; there was no communication, except by telegram, all during the winter. In the summertime

you had the telegraph and a boat once a week -- that was the communication. I should perhaps mention this about the mill that we were going to build in Cap Rouge. They gave up the idea because Floyd Carlisle had a meeting with Premier Taschereau of the Province of Quebec, along with the president of the Royal Bank of Canada, and they discussed this proposed mill. They decided that for the good of all, including the province, St. Regis, and the bank, they had better not build that mill. The reason for the meeting was that St. Regis had been given the privilege of getting this land for the mill, given a permit for five years, and the five years was up in 1928.

Maunder: Was this all a part of provincial governmental inducements to industry to invest money in the province so that more jobs would become available?

Hart: I think so. But the Depression came along and the idea was discarded.

Maunder: When that occurred, you still continued to work there, did you not?

Hart: We cut wood on freehold land which was exportable wood. Crown land, such as the Outardes River land, was not exportable. We had to manufacture that in Canada, and that's the reason we had to build the mill there. But Godbout had some freehold land, and we continued to cut freehold wood at Godbout all through the Depression for the use of our mills at Deferiet and Norfolk and Raymondville and Harrisville.

Maunder: Were there any efforts made by the government of Canada or the province at any time during that period to cut off that flow of wood to the States?

Hart: Well, they didn't like it. They wanted to see mills built in Canada rather than in the United States. They wanted those mills to give work both for the lumberjacks and for the mill workers in Canada.

Maunder: There was a good, strong tide of Canadian nationalism running at that time, then, just as there is today.

Hart: Yes. It's a little stronger today, I think.

Maunder: I agree. But there was a strong feeling about that in the late twenties. At that time this wood that you were exporting to your mills in upstate New York was going into production of catalog paper more than anything else, was it not?

Hart: Exactly. Catalog paper for the Sears, Roebuck Catalog, the New York telephone book, Montgomery Ward -- all those catalogs.

Maunder: Did St. Regis have any particular position of strength in that line of production over other companies or was it just one of many that were involved in it?

Hart: Well, we made catalog paper but quite a few other companies made it, too. It was a policy of those companies that bought that paper not to have all their eggs in one basket, because something might happen -- strikes, breakdowns, fires -- so they divided up their business.

Maunder: They spread it around among different companies so that they'd never be cut short or so that they would never have to meet demand prices that any one company might fix on them.

Hart: That's right. They had about three or four companies that they bought from.

Maunder: Who were your main competitors at that time?

Hart: Great Northern, West Virginia, International.

Maunder: All U.S. companies. Were there any Canadian competitors?

Hart: Canadian companies were making newsprint and were not involved in the production of catalog paper. They made newsprint and shipped most of that newsprint to the United States.

Maunder: By this time the newsprint mills in the United States had been pretty well phased out because they couldn't compete with the Canadians.

Hart: That's right. They were losing ground. They were making quite a lot of paper, but the developments, the expansions, were taking place in Canada rather than in the United States.

Maunder: Some of these developments were with American capital, of course, particularly IP.

How would you describe the state of industrial forestry back in the 1920s when you were beginning in the field? When you look back now in time and see all the developments that have taken place in industrial forestry, how would you appraise what was happening in the 1920s? Was there any real practice of forestry or was it more particularly wood procurement alone?

Hart: Forestry then consisted of fire protection, planting, seeding, and of course, it varied with each location. You did one thing at one place and another thing at another place. For instance, grazing was important in forestry but that was all done in the West, not much

thought was given to grazing in the East. But technical forestry, as it is today, was not practiced in those days except perhaps experimentally. There was no real broad application of it. It was still in its infancy.

Maunder: How much experimentation was there at that time to seek other sources of wood fiber from new species that hadn't been used before?

Hart: Well, they always experimented with poplar and different varieties of pine and, of course, balsam and different species of spruce. St. Regis experimented with many different ideas about the use of various species for pulpwood. I made one study for the company. Well, it was not exactly a study; I looked into the prospect of using apple trimmings in New York state to make cigarette paper. There's enough apple trimmings between Albany and Buffalo to run a hundred-ton paper mill year round to make cigarette paper. It makes very high quality cigarette paper, but nothing ever came of it. The man who was promoting it made some successful paper, but for one reason or another, nothing ever came of it. Nobody ever collected these apple thinnings. You see, apples have to be pruned every year, and the idea was that everybody who had an orchard would bale up these apple thinnings like hay, you see, and take them to the railroad station and ship them to the mill.

Maunder: Who was the man who was most interested in developing this?

Hart: Well, I don't remember his name, but Ted Gay, who was a vice-president of St. Regis, was the instigator of our research on apple trimmings.

Maunder: Did Mr. Gay take a particular interest in forestry?

Hart: Yes, he was interested in almost everything. It was easy to get him interested in everything. He was very progressive in that way. He was a man who like to investigate new opportunities and had his ear open to new ideas.

Maunder: Would you describe Mr. Gay briefly to us. What kind of man was he -- physically and personally?

Hart: Well, he's now passed away. He died of cancer of the throat about, I suppose, ten years ago. He was a tall man -- not fat, not thin. Mr. Ferguson thought quite a little of him and he did quite a lot for Mr. Ferguson. I don't know much more to say about him.

Maunder: Was he considered by the rest of the people in the company as the man who might ultimately succeed Mr. Ferguson as president?

Hart: I don't think so because they were very close in age and Mr. Ferguson wasn't about to pass away very quickly; he was going to hang around for quite a long time. He was that type.

Maunder: When you first came into the company in the 1920s, who was running St. Regis?

Hart: Floyd Carlisle was running the company. He was the boss.

Maunder: Floyd Carlisle had a strong interest in the water power and utilities field. This, in a way, became his major interest as time went on. Could you comment about how you saw this change take place in the 1930s?

Hart: First off, Carlisle moved to New York. At first he was in Watertown when he was president of St. Regis and he was also, I guess, president of the bank. His brother John was president of the Northern New York Utilities Company. John was interested in forestry and in planting and seeding. As a matter of fact, when St. Regis made its first nursery at St. Regis Falls, the Northern New York Utilities and St. Regis worked together.

Maunder: Who was the forester employed there?

Hart: The man that I heard of first who ran that nursery was a Dutchman by the name of van Scoit. He was a sailor from the New York area and he was a mate on an excursion boat called the *General Slocum*. If you were as old as I am, you would remember that the *General Slocum* turned over with a bunch of Sunday school kids on it, and it smashed and killed and drowned I don't know how many kids. This happened near Long Island. Van Scoit was the mate. He felt so bad that he never went to sea again and he ended up in St. Regis Falls. I don't know how he got the job, but he was in charge of that nursery.

Maunder: Was he there at the beginning?

Hart: I think so.

Maunder: Wasn't there someone from forestry at Syracuse or Cornell who had something to do with it, too?

Hart: Yes, Fred Rogers. But Rogers wasn't in charge; Van Scoit was in charge. Fred Rogers, who was Floyd Carlisle's nephew, was a forester and I think he was from Cornell. But at that time Cornell had lost the forestry college to Syracuse and that's the reason I'm a little in doubt whether Fred was a forester or not. He might have had some forestry training, but he may have graduated in some other discipline at Cornell -- biology or botany.

Maunder: How much real communication was there between men like yourself and foresters in other companies in those early years of your career with the company?

Hart: My early years, of course, from 1922 to 1940, were primarily in Canada. Once in a while I did something in the United States, but my main interest was in Canada.

Maunder: What relationships did you have with other foresters in Canada during that time?

Hart: You see, the Canadian Pulp & Paper Association Woodlands Section has a convention that lasts about four days in Montreal. It's quite an affair and it's not only wood producers, but it's also forestry. They just finished it last week. My son Stanton was up attending it. He's a professional forester with Georgia-Pacific. He's in charge of Georgia-Pacific's Canadian operations down in New Brunswick.

Maunder: But there was, then, some regular exchange of ideas flowing between the people who were involved in work like your own at these meetings every year?

Hart: Oh, yes. We had lots of friends and we could talk about anything at all. There were no secrets that I know of. And at these meetings there would be several papers read by experts or by people who knew more about it than we did.

Maunder: Were you ever involved in presenting papers there?

Hart: No, I never presented a paper that I can remember. My main interest at that time was wood procurement rather than forestry, so I didn't really know too much about the forestry end of it at that time.

Maunder: Were most of the efforts being made in forestry in Canada at that time government oriented and conducted by government foresters?

Hart: There was quite a lot by the companies. For instance, Laurentide had a nursery up at Grand Mere, Quebec and they had a forester, Ellwood Wilson, who was a Cornell man, and he had quite a staff. They did more about forestry, I think, than anybody else. It was fellows like him that gave the papers.

Maunder: Ellwood Wilson, as I recall, was really the first man in forestry ever to maintain any very important use of airplanes in making surveys of forest lands.

Hart: But that was in the early days; there's been a big improvement since then.

Maunder: Yes, but he began right after World War I, if I'm not mistaken.

Hart: That's right. That's what he did. He tried to sell me the idea, but it was too expensive and it wasn't what we needed at Godbout. We didn't require as much sophistication in our

information at that time as we do now. We cut the wood to a diameter limit and we weren't prepared to wait a hundred years for another cut, so we sold the land a few years ago to the Ontario Paper Company which has neighboring operations to us and has a mill right there.

Maunder: So that land is no longer St. Regis owned. Does St. Regis now own any land in Canada?

Hart: None except Hinton, out in the west. Bucksport may own some down in New Brunswick and in Nova Scotia, but nothing of any count.

Maunder: Who were some of the other foresters in the company in the early years?

Hart: I was the first regular forester that they had.

Maunder: You and Earl.

Hart: Yes, and Earl only stayed with the company about two or three months.

Maunder: Who else came on then afterwards as foresters? When did A.B. Recknagel come into the scene?

Hart: Oh, years later.

Maunder: Was there anyone of any real importance in forestry employed on this side of the border by the company? You were working up in Canada, but who was working in the Adirondack area, and perhaps later on up in some of the other sections where St. Regis bought land in the northeastern states.

Hart: The first land that I bought, or cruised at least, in the United States was New Hampshire and Vermont land. We own about 650,000 acres in each state. That was bought in 1928 and I came down from Canada and cruised that land.

Maunder: From whom was that bought?

Hart: From Stone and Webster, a company in Boston. I don't know what they were; I never knew much about them.

Maunder: Were they manufacturers of wood products or were they brokers?

Hart: They were brokers more than anything else. I think they did some engineering, too.

Maunder: But they made sales of land to companies.

Hart: Right.

Maunder: This purchase was a rather large one and must have involved a great deal of money.

Hart: Yes, I guess it did. I don't know how much. I think it was Carlisle who bought that and I don't know how much he paid for it.

Maunder: This was to supply wood for what mill?

Hart: Well, it was originally for Deferiet and the northern New York mills. At that time they were the only mills that we had. I'm confused about the dates and all, but I think the next mill that we obtained was Bucksport.

Maunder: That came a bit later.

Hart: Yes, and even later we got Watab, which is Sartell and that's out in Minnesota.

Maunder: Were you responsible for the procurement of wood for all of these mills?

Hart: At one time, yes.

Maunder: In other words, you were general woodlands manager for the whole company. During what period of time did you hold that position?

Hart: Oh, God, that would be in the late fifties, somewhere along in there.

Maunder: Up to that time was wood procurement for some of these other mills under the direction of other people at the local level, or was your job broadened as each of these new properties and new mills were purchased?

Hart: It seems to me that I took over the wood procurement problems of these new properties. I supervised it; I didn't put in a staff because in all those properties the staff was there.

Maunder: Was it a policy of St. Regis, in your view, to try to keep the old employees that they had inherited from another owner?

Hart: We always did that and it worked out very successfully. It worked out very good as far as the woodlands go.

Maunder: Was it a good thing from the standpoint of community relations between the local people and the company?

Hart: Yes, I think it was.

Maunder: When an old employer sells out to a new one there's always a degree of anxiety in people's minds as to whether they're going to keep or lose their jobs.

Hart: When the purchase was made, when the transfer of ownership was made, I think generally it was considered that St. Regis would keep the old employees. There was nothing wrong with the employees.

Maunder: I've been studying this, of course, for more than a year now, and it appears to me that Roy Ferguson was perhaps the most important factor in engineering and making these new acquisitions.

Hart: I think he was.

Maunder: How did he operate in that regard and to what extent did he lean upon you to help him appraise the value of a given property?

Hart: Of course, he must have had many advisors before he made these purchases and my end was only the woods. The important thing, as far as that goes, was the mill itself and I had nothing whatever to do with that. I came down to look over the Pensacola land that we bought from Jim Allen. Allen told me that he had picked out this land all himself. He didn't own too much of it at that time, but he had some land which he had picked out and he knew it was the best land around there.

Maunder: How much acreage was that all together?

Hart: Gee, I don't remember exactly, but it was over 100,000 acres. 107,000 or 108,000 sounds about right.

Maunder: Were you involved in the acquisition of the Suwannee tract? That was bought in 1945, I think.

Hart: That would more likely be Albert Ernest. He was the man who was my counterpart down in the South. I had the North and he had the South. He probably had a lot to do with that.

Maunder: Albert Ernest was an unusual man in many ways. Do you remember any anecdotes about that gentleman?

Hart: Well, I didn't see too much of him but I used to hear about him. He was rather a progressive kind of guy. For instance, just before he came with the company, he had the Dixie Pulpwood Company and he was selling mine props to Europe. I went with him one time up near Savannah and looked at a big tract of land that he had bought for himself. I don't know where and how he financed it, but he did. He was all for anything new and different and better -- quite a progressive guy.

Maunder: What kind of a man was Mr. Allen?

Hart: He was a good man. He came from Union Bag I think, and he was in charge of their mill. He was the same kind of a fellow. He built his mill, the Florida Pulp and Paper Company, during the war. He was a very fine fellow, I thought.

Maunder: You must have known Recknagel quite well.

Hart: Oh, yes, I knew Reck.

Maunder: What was Reck's part in St. Regis history?

Hart: He was kind of a public relations man. He didn't do too much forestry; he did some experimental work -- established some sample plots and things like that -- but he mainly spoke to groups of people. He spoke to ladies' clubs, women's clubs, and things like that. He was good in that way. He publicized the name of the company and he got it known better, not only in the industry where we were well known then, but to the public. He helped out like that.

Maunder: He did this with the full knowledge and training in forestry, of course. He had been at Cornell and he had been at the University of British Columbia. In other words, he was widely acquainted with the progress of forestry, the techniques that were involved, and could interpret these well to the public.

Hart: Yes, that was what he did best.

Maunder: Was he succeeded by someone when he retired?

Hart: Well, he eventually was succeeded by Paul Dunn, but not right away, as I remember it. It might have been a year or two.

Maunder: Was Paul Dunn a man of similar talents and assignment?

Hart: He was slightly different. Paul isn't an advertiser so much. Reck was a fellow who liked to join associations and make himself felt, more so than Paul. Paul -- he did work mostly in the South and had a lot to do with some land acquisitions down here. I don't know too much about it, but he had quite a lot to do with that. He was the kind of fellow you'd find around a head office in a city.

Maunder: Dunn worked out of New York. He used to take part in a lot of trade association meetings, I believe. He's been an active member for many years of the American Forestry Association, Society of American Foresters. He has worked very closely with the Northeast Forest Research Station and has been on its council for many years. Did you do any of these sorts of things at any time in your years with St. Regis?

Hart: I did to some extent, but mine was mostly with the management organizations rather than with the research and professional associations. Mine was more of the practical trade association. I was a director of the American Pulpwood Association for a long time.

Maunder: You knew Bill Bromley well?

Hart: Oh, yes. Very well. I knew Brinkerhoff before him.

Maunder: How would you evaluate the work of that organization as regards to your involvement and the company's involvement with it? How effective was APA? What were the returns on the company's investment both of money and of time in this association? Did Sherman Adams act as a contractor to get labor or as a go-between with the government?

Hart: Well, one thing is regarding bonded men from Canada coming in to work in the woods. The APA did a lot of work on that. We hired Sherman Adams, the fellow who was with the Eisenhower administration in Washington, to act for us up in Ottawa to get Canadian labor, lumberjacks. You see, the government was against immigrants coming in and working in the United States because we needed the work for our own people.

Maunder: Was this during the Depression?

Hart: It was just before WWII began and it lasted for quite a few years. We held several meetings in various places working on this very thing -- to get the government to allow people to come into the United States under bond to work in the woods. We needed them; we couldn't get local help. Our people didn't want to work in the woods, too hard a life for them. But the Canadians didn't mind; they loved it. The job was to convince the American authorities that we should do it and then later on to get those men from Canada. Canada didn't want them to come after a while. That was one thing that the APA did for us. Then they had these regional offices. They had training camps in one or two places. It helped quite a bit. I always attended the meetings. A lot of it, of course, was just routine stuff, but every once in a while it would be something important. We used to have the directors' meetings at different places in the United States and we'd get a chance to see some of the other operations -- how they did things and what their problems were. It was worthwhile, all right.

Maunder: What years were you actively involved with the APA?

Hart: From 1940 until 1964, when I retired. I was with St. Regis for forty years.

Maunder: That's a good long stint.

Hart: It wasn't as long as it sounds, and I'll tell you why. When I went to Godbout, I was down there all alone and there was nobody in the company to help me; nobody knew what to do. So I was working more or less for myself. I was working without direction, under my own jurisdiction. I was there ten or twelve years.

Maunder: As long as you produced the wood, they left you to make the decisions as to how to get it and get it out.

Hart: That's right. I decided how much money I wanted to spend, what I wanted to do, how many houses I wanted to build -- anything -- and nobody ever complained.

Maunder: How were annual budgets that you submitted handled within the company?

Hart: During those years there wasn't very much to budget. You had so much wood to cut -- fifty thousand cords of wood to cut -- and we'd estimate that it would cost so much a cord to cut it, and that was the budget.

Maunder: What did you do when you found you were running over budget?

Hart: I'd run over it, but I wouldn't run over it very much, I'd make sure of that. I don't think I ever ran over my budgets.

Maunder: What were the principal problems you had to confront in doing your job up there? Did you have many labor problems?

Hart: No, I had one strike. I took a strike and I closed up. And then they all came back and went to work for less than I had offered them.

Maunder: How long were you down?

Hart: About a year. They struck and the strike was held for a year and in that time there was no wood moving. We weren't cutting and shipping at that time.

Maunder: Where was the company getting its wood in that time?

Hart: Well, they weren't suffering. They made outside purchases, you know, from private brokers and private dealers.

Maunder: Is the fact that the wood could be got from other sources what broke the strike?

Hart: No, the idea of the strike was this: We were the only American company on the North Shore; all the other companies were Canadian companies with Canadian mills. We had an American mill. They wanted a wage increase -- I've forgotten how much it was, but it wasn't substantial -- it wasn't any exorbitant price. So we had a meeting and I said, "No,

we can't do that. You're asking us to raise the price and pay more than anybody else around here is paying. We, as an American company, are not going to come to Canada and raise prices. If the rest of the companies go along with an increase, we'll go along too. But we're not going to be the leader in this as an American company in Canada." And I was right about it, I think. After four or five meetings they decided to have a strike. I said, "All right." I had thirty thousand cords of wood we were loading and shipping at the time. I cancelled the boats; the steamers took all the wood. I had a holding ground with thirty thousand cords of wood in it and that holding ground had never yet held wood over the winter. It was exposed to the open sea and the salt water. In order to get that wood out, we'd have to have a fifty to seventy-five mile drive on the Godbout River. We would usually drive it all down in the spring on a freshet into a holding ground that holds 50 or 60,000 cords of wood and about half of it hadn't been shipped yet. So they thought that I'd be afraid to hold it there during the winter, you see, because of the danger of losing the woods and breaking the booms and the ice and so forth. But I did. They didn't break. The next spring they went back to work for the price that I offered them when they struck.

Maunder: What year was that?

Hart: I don't really remember. I think it was about, oh, 1944 or 1945, toward the end of World War II.

Maunder: What subsequently happened to the situation there? Did it change any after the war was over? Prices did go up then, and labor costs went up.

Hart: We went up with them. We did just as I told them we'd do. We'd pay what the neighbors paid.

Maunder: The neighbors in this instance were what companies?

Hart: Ontario Paper Company, St. Lawrence Paper Company, Donnacona Paper Company. Who else? Clark City, Seven Islands. Those were the companies there.

Maunder: These were, then, all up there in what you'd call the North Shore?

Hart: Yes, the North Shore of the St. Lawrence River. That's up where the St. Lawrence widens out before it enters into the Gulf.

Maunder: How did company management in New York respond to this strike situation that you were up against? Did Ferguson ever come up to talk with you about things or send anybody else up there?

Hart: Oh, yes. I always had one man in New York that I would write letters to.

Maunder: Who was that?

Hart: To begin with, I wrote to MacKinnon in Montreal. Then they moved him to New York and I wrote to him there for a while. He was a managing director of the St. Regis Paper Company of Canada (not the American company). When he got out, there was Tom Wark. He was the manager of the Deferiet mill. I used to communicate with him. Then he went to work for Watab out in Minnesota and I think the next guy I wrote to was Al Robinson. He was an accountant in New York. Then to Carl Martin who was the treasurer and vice-president at that time. After Martin, for a while I wrote to Ferguson because I didn't know who the hell to write to. I also used to write to Versfelt. I always had somebody down there that I told what I was doing. I never got any answers -- very seldom at least -- but I just tried to keep them informed.

Maunder: They were quite content to let you run the show your own way.

Hart: Exactly. Very few of them ever came there. Ferguson never came there.

Maunder: What personal contacts did you have over the years with some of these top men in the company?

Hart: I used to go down to New York to see them maybe twice a year. Then later on I went about every two or three weeks when my office was in Deferiet. You see, I left Godbout in about 1940 and I moved to Watertown. Then in 1948 they decided that they wanted me in New York. Joe Quinlan thought that I ought to be down in New York, so I went to New York and I was there for two years. I think the point was to have me down there because I didn't have any problems that they knew anything about or wanted to know anything about.

Maunder: You felt more at home up in the woods?

Hart: At Deferiet I was all right. From there I could go to my different operations. You see, I had charge of the Tacoma operations for a while. I had Hinton. There was a lot to do at Hinton. At the beginning when we went out there, there wasn't a damn thing there. Hinton had one store and a post office and that's all.

Maunder: What was your big need? To provide living facilities?

Hart: Well, that's the first thing. When we first went out there, we were going to build the mill at Edson. Then the government wouldn't let up because the pollution in the Embarras River would be too heavy, too high for that river, and it would make a sewer out of it. We had to move the mill to somewhere else. We went west and we all but gave that up. But one Sunday McCarthy, the engineer, and Frank Ruben, the fellow that was a partner with St. Regis for a little while in that mill, and I and a couple of other people went out looking for places. They were ready to quit when I suggested we go up to Hinton. I'd been through there on a train and I had noticed a high bank there that was above the Athabasca River, which is a very up and down river. So we went up there and eventually we bought that land. That mill is built on a gravel bank about fifty feet above the river -- beautiful place, wonderful place for a mill.

We decided to go ahead with the project and my problem then was that I had to get men out there to cruise the timber, to do things for the government that they wanted, to get ready to cut some wood to bring it in. The first thing we had to do was get some housing for people because there was nothing there -- just a forest -- so McCarthy started to build big camps there and places for men to live. It would take two years to build a mill. I had to find foresters and men to work in the woods and conduct the operations and make plans, so I hired Des Crossley as a forester, Gordon McNab as the woods manager, Charlie St. Denis as an accountant and half a dozen different people and we finally got going.

Maunder: Where did you recruit these people?

Hart: I got them through friends that I knew. For instance, I got Gordon McNab through a fellow with a company in the Lake States. It might have been Kimberly Clark but I'm not sure. Anyway, Howard Palmquist told me about Gordon. Howard's company and Rhinelander had a combined operation and they were closing down one of their plants. He had a good man there that wanted a job and that was Gordon McNab. I got hold of Gordon and brought him to Deferiet, talked to him a bit, and finally hired him for the job. St. Denis I got from Godbout: he was the accountant down there. Des Crossley I got from the government in Canada.

Maunder: You had to really put together a working force and management force. Did that include mill management or was that handled by someone else?

Hart: No, that was handled by someone else. That mill was entirely out of my hands. It was a \$50 million mill, one of the biggest things that St. Regis had done up to that time. It was the first paper mill in Alberta.

Maunder: What would you advise the company in the process of getting involved in a new venture like that as regards to the long term potential of wood supply that was available? After all, that must have been a very critical factor in any decision. They had to have the wood and they'd have to have some reasonable assurances that it would be available for a long period of time. Otherwise, you could hardly afford to invest such a vast amount of money in a plant.

Hart: The first thing that we did was make a contract with the Canadian government. The idea was that we got two million acres of forest concession for twenty years with the option of renewing it for another twenty years. For the first ten years the price was a fixed per cord basis for the timber we cut on it. The next ten years it was to be renegotiated. But we had twenty years wood supply; we had land enough to supply us with 825,000 cords a year and we needed about 600,000 cords a year.

Maunder: So you had an over run, prospectively, of 200,000 cords.

Hart: You must remember that we couldn't pin down the amount needed that precisely because, in the first place, this wasn't a careful cruise. It was careful as far as it went but it didn't go far enough. We cruised that with a helicopter. We had three crews of men and a helicopter would go out in the morning and leave them. They'd work all day and come back at night.

Maunder: How did it work out in actual end results? Was there more there than the cruise had indicated?

Hart: Well, we don't know yet, but the point is this -- we stood to lose a lot of timber because of fire and there's no fire protection in an area that big. There were no people there, no houses, but there were lightning fires just the same. You can't put fires out very easily in a wilderness like that with no roads or trails or things. But we had a good wood supply. Of course, we had plenty of water in the Athabasca River and plenty of men in Canada. We had an advantage on them because there are no black flies or anything like that in that

part of Alberta, so we could operate the year round if we wanted to. As it is now, I think, they're operating the year round, but before that they only operated ten months and took two months off.

Maunder: Did you bring some of your labor back from the East to work in that operation?

Hart: Not the labor. I took some of the fellows. I took Dyer Phillips, who is now a woodlands manager at the Deferiet mill. I took him out to help us get started. Frank Laduc, who is up at Bucksport, I took him out for a while.

Maunder: You didn't import any of your cutting crews from eastern Canada?

Hart: No, we had enough local labor and they came in from other places. When they realized the stand of timber that we had and the lack of flies and good terrain, why, they were glad to work for us. They worked for us before they would anybody else.

Maunder: Flies have always been a big problem up in Canada and the North Country, haven't they?

Hart: Yes, indeed. We never cut any wood in the summer, you know, down there at Oskelaneo or Godbout because the flies were too much of a bother. We only cut in the winter. Then we'd float it down the streams in the spring.

Maunder: Did you ever haul it out?

Hart: No, it was all water driven.

Maunder: Did you have much use of the old Lombard haulers?

Hart: Yes, indeed I did. We used those in New Hampshire, but the Lombard wouldn't do the trick for us up in that hilly country. We used Caterpillars and Cletracs.

Maunder: Did you know Alexander M. Koroleff?

Hart: Sure, I knew Alex. He was manager of the Woodlands Section of the Canadian Pulp and Paper Association and served as director of Woodlands Research with the Pulp and Paper Research Institute of Canada.

Maunder: What do you consider to be some of the benchmarks of forestry history in the St. Regis Paper Company? Do any certain events stand out as being of major importance to you?

Hart: This is a very difficult question to answer. As far as the affairs of the company are concerned, it seems to me that most of the head people and the officials of the company were more interested in the mills and in the financial end of it than in the woods and

wood procurement. They didn't take too much interest in it because their minds were occupied with finance, with sales, and with manufacturing. Particularly with financing. I don't think that the woods amounted to very much in their minds; it was of more or less secondary importance.

Maunder: Mr. Ferguson was undoubtedly a financial genius. His tremendous talent was in the area of mobilizing capital, putting it to work, and that's where he seems to have put most of his emphasis, most of his thought and time.

Hart: That's right. He very seldom went around to the operations of any kind, either in the woods or in the mills. I never knew him to leave the New York office except on the occasion of the opening of a mill or something of that nature. He never went to observe or study the making of paper of anything like that.

Maunder: How did he appraise the value of other properties, such as Rhinelander, that he bought in time?

Hart: I think he relied mostly on other people, members of the company and outside assessors who knew about it. Then he would base his judgement upon their reports.

Maunder: He would then go and negotiate with the seller and make a deal.

Hart: That's my impression of it.

Maunder: You were given a great deal of autonomy, you say, in your own area and left pretty much to do things the way you saw fit without a lot of direction from on high.

Hart: That's correct.

Maunder: Did you ever take part in the decision-making process on major decisions as they were developing in New York? Were you ever called in to make special reports to top management such as the board of directors or the president?

Hart: No, I don't think so. Once or twice Mr. Ferguson called me up in regard to the value of certain property and whether or not we should sell it or keep it. Also, in the case of the South, he just really wanted to know what the condition of the timberlands were as far as the Pensacola mill was concerned. Likewise, to some extent, in Bucksport. But outside of that I was never called on to go to New York for consulting or anything of that nature.

Maunder: Management decisions, then, were made close to the top and followed processes that were a bit obscure to you.

Hart: Yes, they were.

Maunder: How would you compare the progress that you were able to make in the practice of forestry in St. Regis with that you saw being accomplished in other companies?

Hart: I think many of the other companies in my acquaintance were ahead of us in technical forestry. It didn't really bother me too much because technical forestry did not appeal to me as much as the other angle of wood procurement and land acquisition.

Maunder: You think of yourself more in terms of what is commonly referred to as a good old dirt forester, in other words, rather than a scientific forester.

Hart: I think so.

Maunder: Do you think that St. Regis has kept pace with other great companies in the forest products field, like Weyerhaeuser and IP in some of these areas of forestry research, genetics and things like that?

Hart: It's pretty hard to beat Weyerhaeuser because they have really done marvelous things and spent considerable money in doing forestry research. But I think outside of Weyerhaeuser, St. Regis today is doing as much as most other companies.

Maunder: It has come on strong in recent years.

Hart: Yes, particularly in the South and in Hinton and on the West Coast.

Maunder: What things do you feel St. Regis has done in those areas that deserve to be recognized?

Hart: In the South they've done a lot of planting both of seed and of seedlings. They've done a lot in connection with fire protection. In Hinton they've done a lot compared with other Canadian companies in the same direction, both seeding and planting. In the West they haven't done quite as much, as far as I know, but they certainly are making headway.

Maunder: Have there been any significant efforts in forestry research within the company, or has most of the research done by St. Regis been product oriented in its nature, such as the work done at the Ferguson Research Center at West Nyack?

Hart: I'm not too familiar with West Nyack. As a matter of fact I've never been there. That was built shortly before I retired and I did not come in contact with it very much.

Maunder: Up to that time, you may recall, research both in the mills and in the woods, was left pretty much to the local people. When the research center was moved to West Nyack, it was a kind of centralization of the research effort. The problems were brought

in there to be analyzed and studied. Their applications were tested out, of course, in the local scene.

Hart: Yes, that's right.

Maunder: Were there certain individuals, Pete, that you looked up to over the years as ideals or leaders you were particularly responsive to? Who did you think of in that respect among the people that you worked for or others outside the company?

Hart: Of course, we all thought an awful lot of Mr. Ferguson. And though I did not know much detail about what he did, I felt that he had good judgement and did some very wise things. I also thought a lot of Bill Versfelt. Without naming them all, it's pretty hard to pick out any particular ones. Joe Quinlan was an awfully good man; Carl Martin was an awfully good man.

Maunder: What singled these people out as being good men in your view?

Hart: They seemed to be dedicated to St. Regis. I never saw them as ever working for anybody else except St. Regis. Other people came and went, but these people were the steady ones. They weren't attracted to other jobs and other companies. They weren't even interested.

Maunder: In other words, they picked St. Regis to be a life career. Do you think Mr. Ferguson had some special insights or talents for picking people?

Hart: He must have been a good judge of human nature and knew a good man when he saw one.

Maunder: Take, for example, George Kneeland who is now Chairman of the Board. How much do you know about Kneeland's career in St. Regis?

Hart: I don't know much about his work, but I know that he's been there for a long time and that he's very serious minded. Apparently, he is a capable man who has improved with each year and has now reached a position that required the best a man can give.

Maunder: He started out from the very bottom of the ladder, you know. He was a mail boy in the New York office and worked right up from the very bottom.

Hart: He certainly did. He always applied himself and is a good example of what I said before -- he is a dedicated man.

Maunder: There was a group known as the middle management group in St. Regis. What do you think its role was in the history of the company?

Hart: I never heard them referred to as middle management, but I suppose that's what they were. Was this group in New York or at the local level?

Maunder: These people were in the New York office, but they were the group of management below the vice-presidents. These were young men coming up and they were full of ideas. They used to meet early in the morning before working hours to talk over their ideas. Then they gradually pushed their ideas up the line through channels of communication to the top, and they got a sympathetic hearing from Mr. Ferguson and Mr. Gay and others. This group developed in the late forties and fifties. They were concerned about the welfare of St. Regis and they had some ideas they thought would work out well for the company. They got an audience and Mr. Ferguson set up mechanisms by which every once in a while there would be a conference during which these people would discuss their problems and talk out all their ideas. Did the people out in the field ever get involved in this? Were you ever involved in any of that?

Hart: The only meetings that I ever attended were manufacturing meetings that Bill Adams held. He held one at The Thousand Island Club; he held one over in Cape Cod and he held another one down at Point Avedria. Those were meetings where this so-called middle management group rather than the top group met, and there were probably 150 there. They were the only meetings that could qualify under that meaning. I never heard of a New York group going off like that. Very few of the people at these meetings were from New York, they were from the local organizations or parts of the company. I believe this is probably a different group from the one you're asking about. I was never involved with any New York based group.

Maunder: When there was a need for a new supply of wood, how did you go about the task of obtaining either cutting rights on other properties or purchasing new forest land of your own? What was the process you went through in solving the problem of need?

Hart: We owned quite a bit of land in various locations, and in order to justify the ownership of that land we felt that we ought to cut on it every year. We had a program all set up on each area where we would cut on our own land, and we didn't need to expand it or detract it, you see. Then if that didn't supply the mill with all the wood it needed, we used to buy wood from local producers and local brokers. We bought quite a lot of wood in Canada and shipped it over to the States. I knew all the brokers and I knew what they had and

what quality of good wood they had. We used to pick and choose and buy from whomever we liked, depending on the price and quality of the wood.

Maunder: Were you constantly trying to block up the lands that you owned, to fill them out and expand them, by purchase of new properties?

Hart: No. You see, most of our property, particularly our Canadian property, was acquired in large blocks. When we bought a block, we bought a lot, and we didn't bother with the small parcels. In the United States I think it was more effort to do that. But for instance, in Maine, we had owned a lot of land. We were the largest landowners in New Hampshire and also in Vermont. In New York there wasn't very much land still available for sale that we could buy, so we didn't depend too much on New York land. We depended on New Hampshire, Vermont and Canada.

Maunder: At what point, if any, did you realize that you really had to think seriously about growing a new crop on the lands you were cutting? In the north country, the tree crop grows at a much slower rate than it does in the south, doesn't it?

Hart: That's right. We never gave too much thought to it for that reason.

Maunder: In other words it was a cut-out-and-get-out operation, even in Maine, New Hampshire and Vermont?

Hart: That's right. We never planted much in New Hampshire or Vermont and even in Maine we haven't planted very much. The only place in the north that we have planted extensively is Hinton.

Maunder: Why was it done there and not at these other places?

Hart: You know why? Because the government made us.

Maunder: In other words you were obliged to do it in Canada. You had not been obliged to do it in the northeastern states.

Hart: On our own lands, no. In Canada these are government lands; it's a government concession that they've given us. In order to keep the peace with them and live up to our obligation to them, we had to do it.

Maunder: Do you think that the practice of more intensive forestry might pay off in the future or do you feel that St. Regis takes a somewhat different view of it?

Hart: In what section of the country?

Maunder: In the Northeast. There is no question about the South because intensive forestry is already being practiced there. But is it ever going to be applied in the Northeast?

Hart: I think as time goes on more and more of it will be done, but they haven't started yet. Nobody has. Very, very few companies have really gone all out to plant trees. There are some trees being planted by almost every company, but not very extensively.

Maunder: And the reason for that is that the return is so far in the future?

Hart: You see, land values change. Land has gone up to such an extent that you can't think of growing trees on it. You have to think of doing something else with it. Look what recreation has done to most companies. They've all got a program to set up their land and classify it for tree growth or for recreation purposes where you don't cut anything at all. It is more and more that way all the time as the population of the country grows.

Maunder: Do you think that is the direction things are going in Vermont, New Hampshire and Maine? Is the land going to be used almost exclusively for recreational and other land uses besides growing trees for harvest?

Hart: Not exclusively. I mean that a lot of the acreage has been taken out of the timberland and put into recreational use. The acreage has been reduced as far as growing timber is concerned.

Maunder: Have you been aware for any length of time of this phenomenon of the growth of the use of land for recreation purposes?

Hart: Yes, it's been growing pretty steadily. For instance, almost fifteen years ago St. Regis established a new department that just looks after recreational sites within our timber area. They're having quite a success and making a lot of money out of it. They make more money out of campsites than they would out of the timber they get off the land to put into paper.

Maunder: Did you help to lay out any of these campsites in your time?

Hart: A little bit. We always had a few, but I never stressed it. I didn't think it was quite the time for it. But before I retired, there was quite a lot of activity in that. For instance, we own a little piece of land in southern Vermont and Stratton Mountain is located on it. Stratton Mountain ski resort and we get a return on that.

Maunder: Is that owned by St. Regis?

Hart: Some of it. Part of that ski outfit is owned by International, part by the Stratton Mountain Corporation, and part by us. We own the top of that mountain where the ski slide is. Gosh, I could tell you quite a story about that. Bill Versfelt wanted us to get rid of the southern Vermont timberlands. We had cut the timber, the softwood and the hardwood for our own use and that land was practically bare. He wanted to get rid of it. I said, "All right, we'll sell it to the Forest Service." I went up to see Wheeler who was head of the Green Mountain National Forest, and he said, "Yes, we're interested. The most we can pay, though, is \$5.56 an acre for it." I said, "Hell, that's no price for an acre of land with a young growth of timber on it." "Well," he said, "That's all we're allowed to pay. That's all we can do. Can't do anything else. If we can't get it for that, we can't touch it." That was the top dollar that the Forest Service was willing to pay. Well, we sold all of it to them except the part that's in the town of Stratton. The reason we couldn't give them Stratton was because the town fathers wouldn't allow us to sell it. There was some regulation that allowed them to prevent the Forest Service from buying it. The reason that they didn't want us to sell it was that they didn't want the land to go off the tax rolls. It didn't amount to \$100, I don't believe, and it certainly didn't amount to a thousand dollars. So we still owned it. Bill said to me, "Get rid of it. Sell it to somebody. IP owns the land around there. Sell it to them." I contacted IP and I got a price out of them and it was the same damn price the Forest Service offered. I said to hell with that, and I divided the part that's around Stratton Pond into fifteen pieces and I offered it to anybody in the company that wanted a hunk of land up there for \$5.56 an acre. I bought one, Alex Smalley and Gardner Lane each bought one and I sold them off quickly. But then I didn't know what to do with the mountain. All this time I said to myself, "Why the hell don't I buy it myself, personally?" I'd decide today that I'd buy it then I'd get to thinking about it and tomorrow I'd say, "What the hell am I going to do with a mountain when I do own it?"

Maunder: How many acres were involved?

Hart: Eight hundred, I think. Anyway, I didn't buy it. I held it just long enough for a fellow from Bondville to come over to see me and he wanted to buy the top of the mountain. IP owned the bottom of it and we owned the top. So I said, "I'll see what they want to do with it." We fiddled around awhile and finally a rumor got around that somebody was

going to make a ski slope out of it, so I said to myself, "Better hang onto it for a while." Anyway, the net result was that we actually gave the Stratton Mountain Corporation a 30 year lease on that land and they paid for it by the first five years at 2 1/2 percent of the tows they collected. The second five years, three percent; and it goes up to five percent and then it belongs to us again. Do you know that by the fourth year our percentage of tows amounted to \$16,000? I could have bought the whole damn thing for \$3,500. But that's the story of Stratton Mountain. That's why I say the value of the land is greater in recreation than it is in making pulpwood or selling paper.

Maunder: Does St. Regis own a piece of the Stratton Mountain ski resort?

Hart: Sure. They lease the land from us.

Maunder: I see. But do you own any of the stock in the ski company?

Hart: No, that's their own.

Maunder: What does IP have in it?

Hart: Same thing, they lease the lower part of the mountain. We both made the same deal only IP made the Stratton Mountain Corporation pay the taxes on all the land that IP owned in Stratton and St. Regis didn't. I just let them pay the taxes on the one part that they're leasing.

Maunder: Are there any particular land acquisitions that you've made for St. Regis that you felt turned out unusually well for the company?

Hart: Well, I didn't make so many deals. I made recommendations and cruised land and advised the company that they should buy it. One recommendation was for the purchase of the New Hampshire and Vermont land. I recommended that purchase against the advice of one or two others in the company. They bought it and one day Mr. Ferguson called me up and said, "How about selling the New Hampshire and Vermont lands to Brown Corporation?" I said, "Gosh, do you think you ought to do that? Don't you think you need that land yourself for your Deferiet mill? It's nice land and there's a lot of good timber on it." "Well," he said, "four million dollars is a lot of nice money." I said, "That's right." Those were the days when \$4 million was worth \$4 million. It isn't worth a whole lot less today. But he didn't sell it.

Maunder: Generally speaking, those that have held onto their land rather than selling it have been much better off.

Hart: Yes.

Maunder: Can you think of any really poor acquisitions that the company made? Were there any land purchases that didn't do as well as you had anticipated?

Hart: For instance, it was while Time-Life owned Bucksport, we bought all the timber on Grand Manan, which is an island off the coast of New Brunswick. We eventually cut that during my period and it wasn't a particularly advantageous thing for us to do. We had to boat the wood down to Bucksport and it wasn't an ideal thing for us. Transportation costs ate up the profit, and we had to contend with the remoteness and the difficulty with labor and so forth. It wasn't particularly good, but we thought we wanted it, so I suppose Time-Life figured we ought to get it. I can't think of any other purchases which turned out to be lemons. In some cases the cost of the wood was pretty high when we got it, but it all turned out fairly good.

Maunder: What was the deal that was worked out with the McGowans of the W.T. Smith Lumber Co. lands down at Chapman, Alabama concerning their lands.

Hart: That was in the South. That was in Albert Ernest territory. I didn't have anything to do with that.

Maunder: Marcus Rawls would probably know more about that.

Hart: Yes, but I think that was all done before Marc; I think Albert did most of that.

Maunder: When WWII came upon the country, it had lots of effects upon all kinds of businesses, all kinds of professions. The Korean War and the Vietnamese War also have had their impacts upon us in many ways. How did these wars and our country's involvement in them affect you and the work you were doing?

Hart: Well, when the Second World War started, Canada went in it first and I was going from Godbout up to Montreal to put my kids in school when Canada declared war. There wasn't too much effect. Of course, labor got a little scarce and prices for some things went up a little.

Maunder: You were still able to go on operating much as before, though.

Hart: Yes. Tractors and heavy equipment of all kinds were hard to get.

Maunder: Did you have any problems with your transportation?

Hart: You mean boats? No, no problem. We had the same boats, the George Hall Corporation, and they always carried all of our wood.

Maunder: Did you have a long-term contract with them?

Hart: No, I don't think so; I don't know as we even had a contract. Augsbury, the owner of the Hall Corporation, was a good friend of ours. He was an ex-lumberjack who had made millions of dollars and his word was as good as his bond. He was that kind of a guy.

Maunder: When you needed a (boat), you ordered it and he came up and got your load.

Hart: That's right. We called him in the spring and said, "We've got forty-thousand cords of wood at Godbout to move up to Waddington, and we want to start on such and such a date in July." He'd say, "All right. Tell Hutch about it." Hutch was his Montreal man. We'd do it and the traffic department would make a price and it would generally be very modest. If there was any increase over the last year, it wouldn't be more than twenty-five cents a cord.

End of transcript