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June 7th 1904

Abromius Jarvis, Esq.
Toronto, Ont.

Dear Mr. Jarvis:-

I have just received your letter of the 1st inst., and am very pleased to learn, both from it and one from Mr. Rollins to the Ass'n, that I did that gentleman an injustice in the opinion I had formed concerning his motives. Had we any intimation in advance of what was proposed I certainly would not have written quite as strongly as I did, but your telegram gave Mr. Wilson the impression that Mr. Rollins was abusively commenting on the valuation of our properties, and that to satisfy him you had agreed to call in Mr. Barker. I therefor thought it was time for me to interfere, feeling both yours and the Ass'n's interest would be affected. The possibility of the American amalgamation question I also felt very strongly about and taking both matters into consideration I wrote as I did.

Mr. Rollins' assurances and what Mr. Barker has told me since his arrival have completely satisfied me, and under the circumstances I am rather pleased he is here. While any suggestions I might make might be misconstrued, and credited to selfish motives, and therefore while I have decided not to make them, I will still do all I can in a quiet way to assist Mr. Barker in obtaining the knowledge he is after.

From the source from which Mr. Rollins obtained his information while here, I agree fully with you that he must have been convinced the

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Management has been extravagant, and that the business was entitled to more of the officials' time than it received. I have only to repeat his information came from those not competent to judge, and who were also influenced by their private interests or dislikes.

As I stated in my former letter I felt that Mr Rollins was acting in what he considered would be in the company's best interests when he made the suggestions he did, and it was with the object of having him judge from impartial reports, that I asked him to get the opinion of the Alaska Packet Assocⁿ on such questions as district management, selling agents, etc. I know that both Mr Murray and Mr Kett desire to do away with the district managers and have already accomplished their purpose in the northern waters. I know also that they quickly lost the services of Mr Wadams in consequence, and he, who is considered of Mr Wadams in consequence, and he, who is considered one of the best packets in B.C., is now managing an outside company. I thought it probably they had expressed their opinion on this subject to Mr Rollins, and my surmise was strengthened by his letters urging reduction in the district managers salaries, which by causing these men to resign would have brought about the very object the gentlemen named are striving to put into effect. I can assure them however that the moment their ideas are put into practice all these men will quickly follow Mr Wadams example.

I do not know what Mr Rollins

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learned in San Francisco on this subject, but from his letter to the Assoc I see he is convinced that one selling agent in England is advisable, and that he also believes Balfour & Guthrie & Co are the most suitable. I am very pleased to see this as it simply endorses what I have been continually trying to effect. Mr Sweeny and Mr Evans are also of my opinion, but both Mr Murray and Mr Kee are opposed to it, and it is like shaking a red rag in front of a bull to mention Balfour & Guthrie & Co to Mr Murray. As the latter seems to have a preponderance of influence in the management of the company's affairs I have no immediate hope of seeing the single, or at most two agency, idea put into effect for some time to come.

While on this subject I would like to mention having seen a copy of Mr Welsh's letter to Mr Rollins. The word "dirty" is the only fit epithet I can bestow upon it. The superficialness of his knowledge of the canning business is clearly evidenced by the non specific nature of his charges. His adverse criticism of those district managers who have not had all the advantages of education is an insult, and proves that all his educational opportunities have failed to make him a gentleman. They may not be men of large literary attainments but they know how to pack fish which is more to our purposes. During the years they were in business on their own account they made average profits equal to over 25% per annum on the prices they sold out to us at. When Mr Welsh can produce his books and show that with his educational advantages

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He has done as well I will consider he has some right to set himself up as a judge.

In conclusion I would say that my first idea of the scope of Mr Barker's powers was far greater than appears to be the case, and from what I see it to be from your letter there can be no question that the mistakes I anticipated will not materialize. Under the circumstances you describe I think your action very judicious and I would esteem it a favor if you would let Mr Rollins know I admit I was in error in the conclusions I arrived at concerning him and his plans.

Very sincerely
Henry Doyle