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FORWARD

By Mr. R. D. MacLean

DEDICATION

A GOODLY NUMBER OF EMPLOYEES, AND OTHERS, HAVE CONTRIBUTED TO THE SUCCESS OF THE COMPANY. TO THOSE, BOTH PAST AND PRESENT, THIS CONDENSED ACCOUNT IS DEDICATED.

ALPHA AND OMEGA

THE BEGINNING AND THE END

THE STORY OF THE BRITISH COLUMBIA CEMENT COMPANY LIMITED

(B.C. CEMENT LOGO)

OLD ELK HEAD LOGO

AN APPRECIATION

This interesting historical record of the British Columbia Cement Company Limited from its origin to the present day, has been researched and written by Bob Moffatt who has completed forty-seven years of service and who is still working in the industry. At one time he was the Plant Manager at the Bamberton plant and is currently Assistant to the B.C. Regional Vice-President.

While the original text has been slightly shortened, the complete work, including a considerable amount of technical data, has been carefully preserved in the Company's archives as a permanent record of one of B.C.'s most important industries.

January 17, 1981

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The author wishes to express appreciation to Mr. Archie Wills, a former Managing Editor of the Victoria Daily Times, a former Alderman of the City of Victoria, a great Canadian and British Columbian who gave freely of his time in providing historical information. More than twenty years ago he also wrote a number of staff biographies, some of which are utilized in this presentation. In addition, the methods of production at Bamberton were supplied by Mr. Alan Soulsby, the Plant Engineer, and Mr. Art DeLisle, the Research Chemist.

Gratitude is also expressed to Mr. John Mara, a former Advertising Manager and Public Relations Officer of Ocean Cement Limited for his efforts in proof reading and suggestions.

An honest attempt has been made to follow the growth of the Company through the years. Any errors or omissions are regretted.

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INTRODUCTION

IT IS WRITTEN IN THE ELEVENTH VERSE OF THE FIRST CHAPTER OF THE BOOK OF REVELATION IN THE NEW TESTAMENT: "I AM ALPHA AND OMEGA, THE FIRST AND THE LAST AND WHAT THOU SEEST WRITE IN A BOOK".

The Beginning and the End. This saga begins with Robert Pim Butchart in 1904 and ends in 1980 - a span of 76 years. During that period of time economic conditions varied in the Province of British Columbia. There were good years from 1904 to 1914. Then the first world war caused a serious setback in the cement industry - which lasted to 1920. The following ten years saw a post-war boom which ended in 1930. Then a complete reversal came about when the great depression, also lasting about ten years, "knocked the stuffing out" of the cement business.

After the second world war broke out in 1939, another upsurge in the cement business was caused by defence construction and from that turning point the industry never looked back. The post-war boom following the first world war was repeated after the second world war. Pent up demand for housing, roads, tunnels, bridges, hotels, office buildings and the like had to be met. The one producing plant in the Province of British Columbia at Bamberton was expanded several times, but that wasn't nearly enough. In the late fifties a competitor erected a plant of comparable size in the Vancouver area and followed with an additional plant somewhat smaller, located close to the interior cross-roads at Kamloops. The cement business, which experiences the usual peaks and valleys common to most construction supply operations, showed a continual increase over the long term. New process procedures, new machinery, new instrumentation were developed and

what had been postponed, but was inevitable, was the necessity to construct a new plant, incorporating the latest technology available. A number of alternatives for the new development were examined in depth by a development team under the direction of Ocean Cement's executive group with the final recommendation being made after Genstar acquired Ocean. The "Green Light" was given by Genstar's Board of Directors and the resulting embryo has been skillfully nurtured by Messrs. Walt Bannister, George Ross and Al Watt and their engineering and construction teams. This will result in the birth of one of the finest plants in the world during the year 1979. The location is in the centre of B.C.'s domestic market and adjacent to export opportunities. Tilbury Island on the south side of the historic Fraser River in the Municipality of Delta is THE place. Tremendously efficient, flexible and diversified transportation facilities for fuel, raw materials and finished products are available at this location. This is the beginning of a new era but it also means the end, the Omega, of a 76 year span of manufacturing Portland Cement on Vancouver Island.

ADDENDUM

"THE TIDE CHANGES"

The tidal waters of the coast of British Columbia are, indeed, an interesting part of our natural environment. One fact is that the farther north the greater the difference between high water and low water. There are two low tides and two high tides every 24 hours and 51 minutes. Spring tides follow a full or new moon while neap tides are linked to the moon in the quarter position. The great force of energy required to generate tidal flow throughout the world is the gravitational influence primarily from the moon but also to some degree by the sun.

As Bamberton is on the water, obviously these natural tides have an effect on our operation. But there are additional "tides".

After the scribing of the story "Alpha and Omega" was finished, to the point of proof-reading, another force similar to the ebb and flow of tides has exerted itself on Bamberton. This is the "tide" of the business world.

Because of a cement shortage on the west coast of the United States, a new lease of life has been afforded "the venerable old lady of Saanich Inlet". Feasibility studies and plans have already been completed and approved, to extend the life span through 1978 and 1979 and possibly beyond.

So the end, the Omega, is not close at hand as stated earlier. However, this is a tremendous boost for the economy of southern Vancouver Island meaning the continuance of 200 jobs in place of 25 had the manufacturing process been shut down.

Not only the wages but the "rub-off" will affect all citizens of British Columbia and to some extent throughout Canada with the extension of tax levies of all dimensions and types. The export trade will assist to bring about a closer balance of payments between Canada and the United States. Industries which serve Bamberton will also benefit by this "change of tide". The myriad of bits and pieces which cause the mills and kilns to turn - oil, power, refractories, equipment, machinery and transportation companies will all share.

Throughout the life span of this world there have been "good tides" and "bad tides". Having read the story this far it is easy to see both those "tides" have "washed the shores of B.C. Cement Co. Ltd. at Bamberton". It is a great pleasure for all concerned to see a "good tide" is about to flood. It is up to each and everyone to seize the opportunity which has "floated in".

With a "shot in the rump", the "old girl" will continue to produce!

The definite shut down of the Portland Cement manufacturing process of the B. C. Cement Co. Ltd. at Bamberton, B.C. has been scheduled for the latter part of 1980. This, as mentioned earlier, means "finis" to an operation that has lasted 76 years.

As was expected, the decision to close down Bamberton as a producer was announced during December, 1980. This resulted in the inevitable termination of a goodly number of staff and the hourly paid employees were similarly effected. But the Company adopted and placed into effect a fair policy for termination benefits which were of material assistance to those who left the employ of the company.

It must also be recognized, and bears repeating, that Bamberton was originally to close in 1978, so the two year extension was a "bonus" not only to the staff and employees but as a "spin-off" to the local communities from North Cowichan right through to Victoria and Sidney.

The Bamberton location will still be in existence, for some time at least, to operate as a cement distribution depot to supply top-rate service to Vancouver Island customers. Mr. Joe Chance who returned to Bamberton from Tilbury in 1978 as Production Superintendent will be in charge.

And so the end of producing Portland Cement in this area has finally come to a close.

May 28, 1978

January 17, 1981

Chapter 1

THE BUTCHART ERA

How did it all start? We turn now to Mr. Butchart, the Founder and Mrs. Butchart, the first chemist.

On the last day of March in 1857 there was born in the small town of Owen Sound, Ontario, a boy who was given the name of Robert Pim Butchart.

For 15 years he enjoyed the life of a normal boy of those days in Ontario, nine years of schooling, a little fishing, a lot of play and trips into the country.

Then his father, Capt. G. M. Butchart, decided it was time he went to work and took him into his hardware and ship chandlery business. He did well, and it was soon evident that his promotional instincts were quite strong.

In 1884, when he had turned 27, he married the happy and horse loving Jennie Foster Kennedy of Toronto and went off to England on his honeymoon.

"Bob", as he was known then and throughout his life, had two objects in view on that trip. He wanted to see Britain and to enjoy it with his wife and he wanted to learn something about the cement industry, which was then getting started in the United States.

He went to a number of plants in England but found that they were keeping their method of manufacture to themselves. While walking through a town in Kent, near Swanscombe, where the famous firm of White and Sons had their plant, he noticed the name "Butchart" above a store, which was selling cement. He went in and discovered that the store-owner and himself

were distant relatives. This opened the door into the cement industry in Britain and when "Bob" returned to Canada he was ready to promote his own business in Owen Sound.

In 1888 he had raised the necessary finances, bought the machinery and was turning out the first cement ever manufactured in Canada. Then he started another plant at Lakefield, Ontario. Years passed and the success of these operations prodded him to look for new fields where he might expand.

As the 20th Century dawned, Mr. Butchart turned his eyes westward. He was aware of the great flow of immigrants pouring into Canada and being spread out on the prairies. He read of the proposed transcontinental railway lines, the Grand Trunk Pacific into Prince Rupert and the Canadian Northern into Port Mann, then by ferry to Patricia Bay and on to Victoria, which would be the terminus. The Japanese were staging the great surprise of those days by whipping the Russians and this was turning people's thoughts to the awakening of the Orient and of the possibilities of development on Canada's Pacific Coast. New cities were planned and vast new areas on the prairies would be opened up and settled.

Mr. Butchart consulted some of his financial friends in Toronto about building a cement plant somewhere in the west to share in this awakening prosperity.

About this time J. E. Murphy called on Mr. Butchart and reported the discovery of limestone deposits at Tod Inlet, on Vancouver Island, about 13 miles from Victoria. This was a long way from Owen Sound, just about as far as anyone could go westward in Canada.

By 1904 Mr. Butchart had incorporated the Vancouver Portland Cement Company Limited, with an authorized capital of \$500,000 and he was ready to begin construction of a cement plant at Tod Inlet. E. R. Woods, of Toronto, a noted financier, was President; J. E. Murphy and G. G. S. Lindsay, Vice-presidents; R. P. Butchart, Managing-Director, and H. A. Ross, Treasurer. Another small plant was erected near Princeton, B. C. shortly after but was soon closed and earlier, about 1890, the C.P.R. built a small plant in Vancouver to manufacture Portland Cement for their own use but it was dismantled after it served the purpose for which it was intended.

Tod Inlet was ideally situated as the water was deep and large vessels could dock there. It was named in 1858 after John Tod, a noted Hudson's Bay Company officer, who, after retiring from the Company's service with the rank of chief trader, became a member of the "Council of Government" of Vancouver Island Colony in 1851, and of the succeeding more formal "Legislative Council". He was also a Justice of the Peace. Tod was born in 1790 at Water of Leven, Dumbartonshire, Scotland, and entered the Hudson's Bay service in 1813 as an apprentice. When Tod retired he established a home at Oak Bay, where he died August 31, 1882. The well-known Mary Tod Island off Oak Bay was named after his daughter, who married John Bowker.

Land connections with Tod Inlet were not good. The Victoria and Sidney Railway, jokingly referred to as "The Cordwood Limited", which started from the present Market Building in Victoria, wended its way through the Saanich Peninsula to Sidney. One of its stops was at Keating, two and one-half miles from Tod Inlet. Later two other railroads appeared, one the

B. C. Electric Interurban to Deep Cove, and the other the Canadian Northern to Patricia Bay. Much later, came good highways and the abandonment of all three railroads. Over these new roads Bob Butchart scorched in high-powered imported automobiles. He put his chauffeur and speedboat skipper, Fred Chubb, in the back seat to sweat, while he pushed the accelerator to the last notch. On one occasion he was due at a luncheon in the Empress Hotel at 1:30 p.m. An official in town checked at 1:05 over long-distance to see if Bob had not overlooked the engagement. He answered the phone and said he would be there on time. Twenty minutes later he was in the hotel, having made the 13 miles over the twisty, West Saanich Road in just over 15 minutes.

In March, 1905, the first cement was sacked at Tod Inlet and in April, the first shipment was made on the barge "Alexander".

Although Mr. Butchart was 47 years of age when he came to Tod Inlet he was a tall, raw-boned, aggressive man in good physical condition. He worked strenuously in the early days of the industry and, in addition to being Managing-Director, he was Plant Superintendent, Timekeeper and Paymaster. He hired and fired and lived a long, hard day. But he was getting things done. At times he was impatient and revealed the violent temper, which he usually kept under restraint. Once, he picked up a workman and heaved him off the dock, but was immediately apologetic and made generous gestures towards the unfortunate victim.

The Tod Inlet plant started with a daily capacity of 53 tons and there was a steady market for this amount. Then, as the dream of development really came true, the plant stepped up to 106 tons a day, but this was not enough.

By 1910 Victoria was talking of a population of 125,000 by 1914 and Vancouver was thinking in terms of half a million. The most violent real estate boom in the history of the west was under way. New subdivisions were opening up in all directions and this called for sidewalks and paved roadways. City councils decided to get rid of wooden sidewalks, widen their streets and pave them.

The plant at Tod Inlet could not meet the demand. Mr. Butchart made a shrewd move to obtain additional product from the manufacturers of cement in the State of Washington, and later became sole agent for them in British Columbia.

News of this new large market for cement percolated through the regular channels and eventually reached the ears of manufacturers in Britain. The Associated Portland Cement Manufacturers of London sent their Chief Engineer, H. K. G. Bamber to Vancouver Island in 1911 to examine the situation.

In consultation with the engineers of the Department of Mines, Bamber learned that the veins of limestone, which had cropped out at Tod Inlet, reappeared directly across Saanich Inlet. Bamber conducted investigation and, after stripping overburden, located sufficient deposits of limestone to warrant construction of a plant. The land at the foot of 1900-foot Mount Jeffrey was purchased as a plant site.

The Associated Portland Cement Company Limited, was incorporated and Henry Anderson, an Electrical Engineer, was sent out from Scotland to supervise the construction of the plant. It is of interest to know that no road access was available in those days and the entire plant had to be shipped to the construction site by water.

Bob Butchart and his Tod Inlet plant were now to have competition for this very lucrative market, but he was not concerned as he had a corner on it and it would be several years before his competitors would be ready to bid for business.

By 1914 Bamberton's tall smoke-stacks were emitting the well-recognized whitish-grey gases and fumes from the kilns and their sales department was active. But, unfortunately for Bamberton as well as Tod Inlet, war broke out almost immediately. Unlike the market which developed in British Columbia when the Second World War exploded, there was little demand for cement in the First World War. This coast was not threatened, so, after some bitter competition for what business there was, Bamberton closed down in 1916 leaving the market to be supplied exclusively from the Tod Inlet plant. Butchart had proved that not only was he a good promoter and operator, but when it was necessary to fight for business, he was shrewd and aggressive.

It was quite evident to officials of the Associated Portland Cement Company that the market was too small for two plants operating under separate companies. They also recognized that Butchart would give no ground in his fight for control so overtures for an amalgamation were made to him and he proved a ready nibbler. He also proved to be a tough bargainer for he knew that he held the best card in the game, the market for cement. He also knew, and this was unknown to his competitors, that the quarry at Tod Inlet had limited deposits as he could not encroach too close to the interurban railroad line. He jockeyed the dealings in a careful manner and his alert mind was continually coming up with new moves. Behind it all, was the festering sore of the bitter competition which the companies

were waging. Some of Butchart's comments in the meetings were explosive. Eventually a top negotiator for England succeeded in bringing the conferences to a conclusion.

The two companies were amalgamated under the name of Associated Cement Company (Canada) Limited, with Butchart in the saddle as President and Managing-Director. It was not until 1919 that the present name of British Columbia Cement Company Limited, was adopted.

Butchart quickly surveyed the prospective market for the next few years and decided to close the Bamberton plant and concentrate all activities at Tod Inlet. Bamberton was to remain closed from 1916 until 1921, when it re-opened. Tod Inlet was running out of limestone and this proved the opportune time to reduce its capacity, with a view to closing down, and making Bamberton the producing unit.

Having solved this problem Butchart's promotional instincts were re-awakened and he was off to Portland, Oregon, to survey the cement situation there. He incorporated the Oswego Cement Company, with operations at Oswego, Oregon, and became interested in plants in different parts of Canada. The plant which he established at Oswego still operates as part of the business of the Oregon Portland Cement Company.

In 1926, Butchart, then 69 years of age, decided to shed some of his duties in connection with B.C. Cement Co. Ltd. and turned over the job of Managing-Director to his tried and trusted treasurer, Edwin Tomlin.

From then on, Butchart took a reduced interest in the Company. He joined his wife, to whom he had given a free rein in developing the now famous

Butchart's Gardens, in further enhancing the size and beauty of the gardens. His interest in travel took him far afield each year but he always returned to say, "There is no place like Victoria".

He became the best host in Canada. With his wife he entertained royalty and commoner and made no distinctions between them. His home and gardens were as open as his heart. One of his workmen, who had been with him for many years and knew his traits, said of him: "He was the finest gentleman I ever knew". This opinion was shared by his neighbours and countless friends on Vancouver Island and throughout the world.

Victoria thought so much of him that on June 22, 1928, the City Council called a special meeting making him a Freeman of the City. The only other man to receive this honour was a Governor-General of Canada, Lord Willingdon. The honour carried with it the right to vote on all matters in the city and qualified him for the position of mayor should a freeman choose to run for election. He was presented with a gold key, which occupied a position of prominence in the dining room at their home "Benvenuto".

In his later years Mr. Butchart underwent a serious major operation and, on recuperating, took his specialist on a trip around the world to show his gratitude, although, in his shrewd way he complained about the size of the bill for the operation.

Then came days when Mr. Butchart could no longer travel and he stayed close by his beautiful gardens and often wondered why he had ever left them to wander so much about the world. Their constant beauty and the steady passing of thousands of visitors cheered him in his latter days. Nearby also, were the gaunt, silent stacks of his Tod Inlet plant, which

reminded him of his struggle to establish the cement industry in British Columbia, after fathering its development in Ontario with the first plant in Canada. Then across the blue, sometimes placid and other times white-crested water of Saanich Inlet, he could see the Bamberton plant pouring out its stream of cement, the lifeblood of construction in British Columbia. He was well satisfied with what he saw and at the close of day he could play a game of cribbage with his life-long sweetheart, Jennie. He never knew how she kidded him and of the choice story she was able to pass along to her friends.

Each night they played for stakes of a dollar. Always "Bob" won and put the bill in his pocket. When he had gone to bed, "Jennie" took the bill from his pocket and the next night they played for the same dollar. It was typical of Jennie, who had been a buoyant spirit alongside her Bob for 59 years.

And so, as to all men, death took from this life Robert Pim Butchart
On October 27, 1943, at the age of 86.

He had lived a full, colourful and useful life. He had taken from nature some of her great store of materials and had scarred her landscape, but he had been generous in giving the areas beauty it had never known before. He had given British Columbia a much needed material with which to fashion and build a great future.

When he died he was still President of British Columbia Cement Company Limited.

THE FIRST CHEMIST
THE LADY OF "BENVENUTO"

The life of Mrs. Jennie Butchart was so interwoven with the story of "Butchart's Gardens" that few realize she was an important factor in the establishment of the first cement plant in Canada and also the first commercial plant in British Columbia. True, the Gardens were her great pride and joy in her later years, but it must never be forgotten that she was a source of inspiration and courage for her husband in the pioneering days.

When Mr. Butchart decided to open his first plant in Ontario he needed finance and Mrs. Butchart was instrumental in finding contacts for him and she put all her resources into the scheme. She even sold her piano to supplement other funds.

When Mr. Butchart came west and located at Tod Inlet he faced many financial problems which forced him to skimp and cut.

To assist when funds were low Mrs. Butchart took over the post of Chemist and for some time she sampled the slurry at the required intervals and reported the tests to the plant Superintendent. She, therefore, was the first cement chemist in British Columbia.

As the company prospered Mrs. Butchart was able to lay aside this duty and to concentrate on her home and what were to become the most talked of and most visited gardens on the North American continent.

This remarkable woman was born in Toronto, Ontario, in 1868, and early in her life had a tremendous zest for riding and skating. She was short and

sturdy, buoyant of nature with a ready tongue which, as time went on, made her a good story-teller. She didn't mind telling a story that would raise the eyebrows of either women or men. But as a girl, she loved horses and one story says her main ambition was to marry a man who owned a livery stable. She was venturesome and at the Toronto Exhibition was ready to risk the balloon ascensions. This has led to a story that she flew airplanes in those days, but, of course, there were no planes at that time.

When Jennie Kennedy had passed her sixteenth birthday she met the tall, vigorous Bob Butchart and they were soon married. Then followed a honeymoon to England, where the secrets of the cement manufacturing process were learned. After this came establishment of plants in Ontario and then the daring move west to Victoria to wrestle a fortune from the limestone at Tod Inlet.

The Butcharts lived in Victoria at the outset and spent the summers at Brentwood, where a large cottage was built close to the quarry. This cottage formed the main portion of the residence in which the Butcharts spent most of their lives and is seen by all visitors to the gardens.

Roads between Victoria and Brentwood were bad and the only railroad which then operated on the Peninsula, was over two miles away. Commuting back and forth took too much of Mr. Butchart's time and he decided to move his family into residence in the summer cottage.

At this time the Saanich Peninsula was largely covered by trees and bush, with some clearings which had been developed by the early settlers. There was excellent hunting and the best of salmon fishing in the nearby waters.

But Mrs. Butchart soon found too much spare time for her liking and as she looked over the large estate she had an urge to grow things. Despite her great love of sport she also had an artistic sense and just before she gave her heart to Bob Butchart, she had won a three-year bursary for art study in Paris. She never availed herself of this honour.

Friends gave her some sweep pea seeds and a few climbing plants. Each year new areas were seeded down in lawns or planned for shrubs, trees or roses. Each year new types of flowering plants, bulbs and vines appeared, as well as imitation rocks and fences made from reinforced concrete.

When the grounds surrounding the home, which had been named "Benvenuto" - Spanish for "Welcome" - had been developed to the point where they overlooked the gruesome quarry, with jagged face, uneven, muddy bottom, and rugged entrance, Mrs. Butchart was disturbed.

Robert H. Davis, noted New York author and a frequent visitor to "Benvenuto", devoted considerable space in his book, "Canada Cavalcade" (1937) to the "Floral Queen" - "The Birth of Butchart's Gardens". He reported what were generally regarded as Mrs. Butchart's reactions to the tragedy of the quarry.

"I shall never forget", Davis quotes Mrs. Butchart as saying, "the day I first set eyes on this once barren spot. Nothing could have been less inviting than the hard, shapeless masses of limestone that protruded from the earth. It was a triumph of disorder and unattractiveness. With powder and drill, steam shovels and cranes the scene was made even more terrible. Tons upon tons of stone were torn away until, at the end of four years, a yawning pit was formed, a pit that seemed to be the end of all earthly happiness. One day, while standing on the lip of the ghastly chasm, which

strangely enough, evoked a weird fascination, I broke into a flood of tears. I do not know why, but women must weep. A few months afterwards, the pit was abandoned and became a silent, unoccupied tomb, in the centre of which stood a mound of low grade limestone and at one end a sheet of blue, quiet water, the percolation from hidden springs. Happily the thought occurred - for which I shall ever thank God - to turn the unsightly spot into a sunken garden. Like a flame the limestone burst into imaginary bloom. I told Bob of the inspiration. He joined with me heart and soul. Together we set our hands to the task; we brought rich loam, tons of it, into the gray chasm; we imported shrubs, climbing plants, ferns, ivy; we sowed grass and made beds of border blossoms; planted rock gardens, transplanted trees from every part of the Island and from other lands. Within two years the whole floor of the extinct volcano was a place of beauty. The very walls were formed into cataracts of colour and loveliness. We planted willows around the spring and built arbors and bridges and pergolas and Japanese miniature gardens and Italian vistas until there was no room for another tree or flower.

I began to live with one purpose, to make every available corner of this estate come to life, to throw it open to the public free of charge for all time and to make it better and better as time goes on".

It was 1908, before the sunken gardens were developed, that Victorians began to talk about the cement company's gardens at Brentwood. They were not known as "Butchart's Gardens" then. On holidays and weekends Victorians went by horse-drawn tallyho and other vehicles, as well as by train to visit the gardens. The gate was wide open and there were no "Keep off the Grass" and "Don't pick the Flowers" signs.

When the Sunken Gardens were opened to visitors the means of transportation had been improved. There were railroads on the Peninsula and the inter-urban had a station quite close to the gardens. There were better highways, too.

The stream of visitors increased amazingly and in 1915 the Butcharts served afternoon tea, free, to 18,000 guests. At this time copies of the latest magazines and papers were provided in the large tea-house, which was made of slabs from large fir trees. Visitors could picnic on the ground and receive all the hot tea they wished.

The fame of the gardens spread throughout the world as Kings and Politicians, writers and waiters, and folk of all countries made a point of visiting "Benvenuto" and of telling their friends. It is estimated that an average of 50,000 persons walked through the gateless front fence each year.

As the traffic increased the Butcharts were disturbed about the condition of the limekiln road which zig-zagged from the West Saanich Highway to "Benvenuto". When councils failed to agree on improving it, the Butcharts used their own cement and laid down a pavement for one mile. In addition, they imported 566 Japanese cherry trees and planted them on both sides of the road. In blossom time, this roadway for sheer beauty, is only excelled by Washington's Potomac Drive.

One visitor was the inspiration for the Italian Garden. Sir Henry Thornton, the dynamic President of the Canadian National Railways, was looking out the bay window of Benvenuto. To the right were the tennis courts but Sir Henry's visionary eye saw something different.

"Why don't you arrange an Italian Garden where the tennis courts are?" he asked.

Not long after Sir Henry left the work was underway and proved a tremendous improvement.

Then came the bowling alley; the pipe organ; a cherry wood 12-foot high piano, with player rolls, from Germany; Pekingese dogs.

As the Gardens grew, Mrs. Butchart's knowledge as a horticulturist expanded and she received numerous requests to judge at flower shows on both sides of the Border. But she was always happiest in her gardens where, with her plump figure in blouse and slacks, she was sometimes mistaken for one of the help. She relished this confusion and often strung the questioners along.

But her greatest joy came when the members of the Blind Institute paid their annual visit and she could describe to them the different flowers and their beauty.

She was always in demand as a special guest at functions held in Victoria and never was particular about the clothes she wore or whether things matched. She had no love of jewellery and had lost so many wedding rings that she gave up wearing one.

Although she had antiques and jewels of rare price, her husband thought that she should have a special brooch for big occasions. He paid a large sum for it and presented it to "Jennie". She was pleased, but the brooch was seldom seen and eventually was thought to have been lost. However, after her death it was found in a bank safety deposit box.

As time went on, visitors came in cars from all Provinces of Canada and all States of the Union. The Gardens were Victoria's biggest attraction

and it all centered in a worked out cement quarry.

We can record that people picked their flowers, walnuts and fruit; they broke their dishes; they robbed the "Wishing Well", the proceeds of which went to charity; they stole their dogs and birds; they carved their initials on their trees, until finally a silver poplar tree was designated for this strange rite; they walked into the house and asked for tea and surprisingly enough were given it; one woman disobeyed a sign and fell into the swimming pool when it was empty and sued the Butcharts; others claimed to have soiled their clothes and in one case the Butcharts collected the clothes at the hotel, had them cleaned and returned to the complainants...Yes, they certainly learned a lot about the strange ways of people, but they loved them just the same and laughed about their idiosyncrasies. They never closed the gate.

Mrs. Butchart was never disturbed when approached by a visitor. One day a tall Englishman spoke kindly of her garden. He learned there were over 5,000 varieties of plants in the Gardens. "I know one you haven't got", said the Englishman, who identified himself as Capt. Bailey, noted English explorer, who was not long back from a visit to Tibet. "What is it", Mrs. Butchart asked. "The Blue Poppy of Tibet", Capt. Bailey said. "Come here", said Mrs. Butchart and led him to a bed of blue poppies. "Impossible", exclaimed Capt. Bailey. "Impossible. Why, I've just discovered them in Tibet". After beholding what he considered a miracle, Capt. Bailey explained that he had sent some seeds of the poppy, which had been named after him "Meconopsis Baileyi", to the Edinburgh Botanical Gardens and Kew Gardens.

Mrs. Butchart then told the perplexed captain that it was the custom of people in many parts of the world to share rare seeds with her, to ensure development of more rare varieties of plants.

Mrs. Butchart considered that the greatest honour accorded to her was when she was acclaimed Victoria's Best Citizen for 1931 and presented with a gold medal by the Victoria Post No. 1, of the Native Sons of British Columbia, in the Crystal Ballroom of the Empress Hotel on the night of Monday, July 21, 1931. The great gathering arose and, led by Mayor Herbert Ansgomb, cheered "The Lady of Benvenuto".

Shy and retiring at public functions, Mrs. Butchart never spoke, but this time she made her first and last speech. Her eyes were twinkling and creases of smiles formed around her mouth.

"Mr. Chairman", she began, "Native Sons and Daughters of British Columbia, and our guests - and those instrumental in conferring this great honour on me this evening; I want to thank you all most sincerely for choosing me for the position of Best Citizen of this beautiful City of Victoria. But I do not feel that I have done anything to merit this great distinction. It has always been a pleasure for me to try and cultivate flowers and it has given me joy to share our home and garden with others. I accept this honour and share it with Mr. Butchart. I trust that "Benvenuto", the name of our home and garden will ever convey the meaning of "welcome" to the citizens of Victoria. Thank You".

The imp in Mrs. Butchart reached its peak when she visited world fairs with her husband. He was a sure mark for the latest gadgets, whether it be motor cars, helicopters, bread knives or electrical appliances. As

they walked around he would order these models, irrespective of price.

Walking a pace behind her husband was the faithful and amused Jennie, who promptly cancelled all orders and, by making circular movements of her fingers on her forehead, intimated that Bob was crazy.

Then came the day when age was catching up on the gay and carefree Mrs. Butchart. Her husband was ill and she could no longer supervise the great Gardens. "Benvenuto" was too big.

In 1941 the first Chemist of the B.C. Cement Company Limited, and her husband, the founder of it, moved back to the city and took up residence on famed St. Charles Street. Two years later Mr. Butchart died and she then retired into a circle of relatives and close friends.

Occasionally, she appeared at a function, particularly the annual parties of the Victoria Girls' Drill Team of which she was intensely proud. It was something of a shock when Victorians learned that she had passed away.

She had expressed a wish for no fanfare at her passing and the news was kept secret for many hours. When the Victoria newspapers caught up with the story, they were politely told of Mrs. Butchart's request. It had been planned to make the official announcement after the funeral, but the papers compromised by printing short stories.

The funeral service was simple in every detail as had been her husband's. The public, which had enjoyed her gardens so much and were anxious to pay floral tribute on her passing, were asked to refrain from such an act. The only flowers were in the form of a simple spray on the casket.

The remains were cremated and the ashes scattered over the waters of Saanich Inlet, where those of her husband had been strewn seven years earlier.

In the edition of the Saturday Evening Post of December 16, 1950, the same week in which Mrs. Butchart died, appeared a story on Victoria, B.C., by Leslie Roberts. In it was this passage:

"The community's proudest showpiece is not a magnificent item of sculpture, architecture, painting or even the array of Totem poles in Thunderbird Park -- one of the finest collections existent -- but 15 acres of landscaped loveliness on a hillside near Saanich Inlet, known simply as "Mrs. Butchart's Gardens".

Mr. Ian Ross, a grandson of Mr. & Mrs. Butchart, and to whom great credit is due for preserving, maintaining and developing the quiet natural beauty of the Gardens bearing the Butchart name, was a Director of "Ocean" until 1972.

Chapter 2

THE TOMLIN ERA

The Tomlin era is a classic example of high level nepotism that produced good results for the company. Edwin Tomlin started with the company as a Bookkeeper in 1908 and worked his way to Treasurer, Managing-Director and finally for the last six months of his life, as President. His eldest son, Nigel, followed pretty well along the same course and became President in 1949, a position he effectively held until 1957. The "Tomlin Era" covered a span of time over which there were numerous stormy seas that the company was to face after Mr. Tomlin (Sr.) was named Managing-Director in 1926. Three or four years later the Great Depression descended upon North America and the Portland Cement business experienced an acute decline. Skilfully adapting to the changing conditions, Mr. Tomlin not only successfully steered the company through these critical times but simultaneously paid off a \$7,000,000 debt! If that wasn't enough the Second World War broke out in 1939 and more "change-ups" appeared almost daily. Ed Tomlin fielded all of these again very successfully. But time and stress and strain took their toll and Mr. Tomlin discovered he was in failing health which resulted in his early passing at age 59 in the year 1944. Later on in this chapter you will read that it was this turn of events that brought Tomlin Jr. into the fold.

THE GOVERNOR, or, THE STEWARD

EDWIN TOMLIN, SECOND PRESIDENT

Although Edwin Tomlin held the presidency of B. C. Cement Company Limited for only six months prior to his death, he had been a pillar in the company for a quarter of a century. First as Treasurer, and then for 18 years as Managing-Director, he nursed an industry which experienced violent fluctuations in production. He lived to see this industry blossom out into a giant which today is playing a major role in the expansion and economy of British Columbia. Some people called him "Ed", some "Ted", others "E.T.", and many "Mr. Tomlin", but whatever form was used, everyone knew he was the boss of B. C. Cement Company Limited. He was the financial genius who guided it and he was the man anyone wanting to do business with B. C. Cement Company Limited had to see.

He was the man who sat in a swivel seat and had to keep two parties satisfied. He knew the pains of amalgamation, when Vancouver Portland Cement Company, which owned Tod Inlet, and Associated Portland Cement Company, which owned Bamberton, merged. He knew he had a finely balanced company, with half the stock held by British interests and the other half by Canadians. He was like a governor in the machine world, he kept the pressures even and he kept things running smoothly. This required voluminous correspondence, even for small changes. When it came to plant expansion the paper work required was colossal, but "E.T." was capable of doing it. Few men could have developed the patience, tolerance and determination required for it. But "E.T." had it; in fact he brought it from the Old Country with him. It had been instilled in him in his youth

and even in his later years he always referred to his position as a "period of stewardship". He was there to serve his company, he was there to pay tribute to those above him and those below him.

The late Harry Baldock, veteran employee of the company with a service of 41 years, aptly described this trait of Mr. Tomlin. "He treated everyone alike", said Mr. Baldock. "It didn't matter whether you were high or low; you were an employee of the company and that's what counted".

Mr. Tomlin was born in 1885 in the beautiful County of Kent, in England. In his youth he heard about the cement works at nearby Swanscombe, where the first Portland Cement was made. He even visited the works but at that time had no interest in them.

He was a brilliant student and showed great promise in the classics, history, mathematics, and languages. When he topped his graduating class at Haberdashers' School at Hatcham he was awarded a scholarship to Cambridge University. This was an honour that good students sought and few turned down.

Mr. Tomlin now faced one of the biggest decisions of his life. He wanted to go to Cambridge and would probably have been steered into a life of great mental achievements. He would undoubtedly have become either a professor of History or a Journalist and in either field would surely have become famous.

But he knew the circumstances of his family. They were poor and the scholarship did not provide sufficient money to see him through the course.

Young Tomlin refused the scholarship with thanks and regret and, at the same time, decided to come to Canada to seek his future. He bought a ticket to the farthest point, Victoria, B.C.

He arrived in 1908, just as things were beginning to hum in preparation for the Great Boom. His first job was as a stenographer with the C.P.R., for which he received \$40.00 a month. Shortly afterwards he joined the British and American Mortgage Company and did secretarial work for them.

This job didn't last long and, one year after his arrival he met Harry Ross, Treasurer of the Vancouver Portland Cement Company who was looking for a bookkeeper. Tomlin accepted and his long association with the cement industry began. At this time he rode a bicycle to work and still wore his tight-fitting English clothes, a form of tailoring he favoured throughout his life. The cap, which he wore as a youth, gave way in later life to a hat, turned up all-around, which sat squarely on his head. Beneath the hat was a complexion any woman might envy, a pair of keen blue eyes, a determined chin and a small mouth, out of which words came crisply and, when an order, it had to be obeyed at once. He was to prove himself a solid citizen, interested in the Y.M.C.A., where he took regular exercise, the old Board of Trade and later the Chamber of Commerce on both of which he held directorships; and every charitable organization knew him to be a generous but unostentatious giver. He served for many years as a Director and later as President of the Royal Jubilee Hospital in Victoria.

In 1910 Tomlin had prospered to the point where he felt he could support a wife and, in his usual confident manner, he set about finding what he wanted. He found what he was looking for in a personable young lady,

Miss Olive Wilson. She was the daughter of one of the early Prairie settlers and had a pleasant, hopeful outlook on life, enjoying it to the full.

Within two years Tomlin had acquired a considerable knowledge of the cement business. He had spent much time at Tod Inlet and even then his sense of picking up the odd piece of change was well developed. He was willing to cut any employee's hair for 25 cents a head.

When the Associated Portland Cement Manufacturers of London decided to build a plant in B.C., they wanted someone to run their office who knew the market. An approach was made to Tomlin and he agreed to join A.P.C.M. as Secretary-Treasurer. He parted company with Mr. Butchart, but not for long.

In 1915 when the first suggestion was made to merge the Tod Inlet and Bamberton plants the Tomlins were rejoicing at the arrival of their first child - a boy. They christened him Nigel. Two more sons and one daughter were later born to this union.

During this period "E.T." formed a close association with a man who was to be his working partner for many years and, when the B.C. Cement Company was formed to operate both plants, both men were named directors of it. He was Harry Anderson.

Anderson had been sent out from the United Kingdom to build and operate the Bamberton plant. He became known as the "Squire of Bamberton" and with his wife was greatly interested in the welfare of all the employees. He was a Scotsman and an Electrical Engineer as well as a stout defender of his rights as Works Superintendent and on one occasion said to Tomlin,

"Now you stay in town and run the finances and I'll run the place here".

When the companies completed the amalgamation and formed the Associated Cement Company (Canada) Limited, Tomlin was named Treasurer. When the name was changed to the B. C. Cement Company Limited he retained the post. In 1926, Mr. Butchart who had been both President and Managing-Director of the Company, then 69, decided to shed some of his responsibilities and Tomlin was named Managing-Director. He held this office until the death of Mr. Butchart in 1943, whereupon the directors elevated him to the office of President. Unfortunately he was a very sick man then, and in six months to the day, he passed away, May 29, 1944.

During his period as Managing-Director, Mr. Tomlin guided the company through many ups and downs, including the Great Depression. When he took over in 1926 the Company's output was 95,351 tons. By 1930 it had risen to 126,183 tons, the highest in the history of the company to that time. Then the effects of the depression were felt and by 1933 the output reached an all-time low of 21,152 tons. These were dull, hard days. The plant operated at short intervals, there were layoffs and key men were retained only by giving them such jobs as night-watchmen. Even that kind of a job was relished in those grim days.

Those were the days when Tomlin's sagacity as a financial man was of invaluable assistance. Some of the employees today still smile when they say, "He sure could squeeze a penny". However, if he hadn't been able to, the company would have had a much tougher time in surviving. He met the almost impossible task of paying off \$7,000,000 of the company's indebtedness.

In those days the only office staff Mr. Tomlin had was his accountant, Donald McAdie, and a stenographer. He even did the banking himself.

The clouds of depression could not forever hide the sun of prosperity and in 1936 the demand for cement was again apparent. But war clouds began to gather in 1939 and for a short while the market was quiet and down went production. Then the war came and with it an ever-increasing demand for cement. In the year of his death, 1944, the company produced 89,703 tons.

Mr. Tomlin's greatest value to the company was discovered after his death. The directors found that he had planned well and he had predicted soundly and had acted wisely. Financially the company was in the best shape in its history. Mechanically, the plant was nearly worn out, due to the armed forces taking almost the entire output of equipment suppliers.

When the finger of death had been pointed at him and he knew he had but a short time to live, Mr. Tomlin forgot the past in which he had issued an ultimatum that no son of his should enter the company's employ, and literally ordered his oldest son, Nigel, into the business as treasurer.

From that moment on there developed a close friendship between father and son. The senior Tomlin outlined the future to his son. He told him of the great industry development that would follow the close of the war and of the need for increasing supplies of cement. He told him of how the new equipment, so urgently needed, could be financed. He "inoculated" his son with ambition to carry the company to new heights and to have courage and determination to see that the right things were done.

Satisfied that the Company's affairs were in good hands and that British Columbia's needs would be taken care of, he devoted more of his remaining time to his love of history and literature. He never knew that, as a result of his plans and his son's aggressive policy, the B. C. Cement Company Limited would in 1952 produce 350,000 tons of cement, four times the output when he assumed the Managing-Directorship in 1926.

After considerable suffering Edwin Tomlin died.

His "Period of Stewardship" was ended. He had done well.

THE THIRD PRESIDENT

Mr. Bill Hastie from Toronto, Ontario, was one of the Chief Officers of Central Canada Loan and Savings Company Limited. The Estate of Mr. E. R. Wood was a large shareholder of B. C. Cement shares and through the National Trust, who were involved in the Estate, Mr. Hastie was appointed President for the intervening years between Ed and Nigel Tomlin.

NIGEL A. TOMLIN - FOURTH PRESIDENT

The last man who expected to be President of the B. C. Cement Company Limited, was predestined for it. The early efforts of his father and his own reticence, born of his knowledge that his father did not want him in the company, lead him off into a number of other fields.

This man was Nigel A. Tomlin. He was born in Victoria, B.C., in 1915, the son of Mr. & Mrs. Edwin Tomlin. He was an average student, who found the classics and languages not to his liking. But he had developed, unknown to

himself, the same fondness for figures that was so highly developed in his father.

On the other hand, he had inherited from his mother, whose parents were among the first settlers on the prairies, a tremendous love of the outdoors. The family home, set on large grounds on Woodley Road and the adjoining acreage which included Mount Tolmie, made a great playground where he could wander and climb, watch the birds, admire the flowers and the beckoning waters and hills.

By the time he was 15, this childish instinct of wanting to be outdoors became a passion. It developed a venturesome spirit, a boldness to go afield. He began to fish and hunt. Then in the summer holidays he persuaded his father to let him sign on as a member of the crew of one of the company's boats, hauling cement from the plant to Vancouver and Victoria.

He loved those boats because they opened up new worlds to him. He listened to the stories the seamen told of trips to many parts of the world. Some of them were wildly imaginary in the way of seamen, but to a boy of 15 they were as thrilling as a dime novel. And, aboard these ships he learned to respect the uncanny ability of officers like Capt. James Hunter who kept their ships moving through dense fogs. These vessels often negotiated the intricate waters from Bamberton to Vancouver without once getting a landfall. It was in the days before radar and directional wireless. The captain was a seaman, not a scientist as he is today. With compass and the "echo" he went merrily on his way and seldom was in trouble.

When the ships were at Bamberton loading cement, young Tomlin scampered about the plant on his sturdy short legs. He got to know not only the machines, but the men who ran them. He heard about the problems of both and, although he never expected to be in the business, he thought about them. They went into pigeonholes in his fertile brain and were to form a background of knowledge for later years.

When Nigel and his young friends hustled aboard the company's ships during their summer holidays, they made a beeline for the cabin of Chief Engineer William Pickering. With boyish eagerness they demanded "Chief, please roll us a cigarette!"

Knowing the weakness of boys of that age for a secretive puff at a cigarette away from the penetrating eyes of suspicious parents, the chief rolled the fags. When the boys whiffs were done and butt ends pressed out, the boys emerged on deck and were ready for a trip over the salt chuck.

When Nigel was approaching his 18th birthday, he was also approaching a crisis in his life. He wanted no more schooling and this meant getting a job. By edict of his father, there was no permanent spot for him with B. C. Cement Company Limited, either in the office, the plant, or on a ship. The father had his own ideas about his offspring but, before anything had been done, Nigel announced to the family that he was starting with the brokerage firm of C. M. Oliver & Company, at a salary of \$15.00 a month.

This was not what father wanted and young Nigel was sent to Vancouver to enter the employ of Canadian Industries Limited as office boy at \$50.00 a month. He soon discovered that, even at that salary, he was worse off

than when he worked for \$15.00 a month. His board alone was \$30.00 a month.

He didn't like the hours, as some mornings he started at 7:00 and he was still office-boying at 11:00 at night. But worst of all he couldn't hunt or fish. As a substitute for his hunting, he tramped around Stanley Park in the hope of seeing a pheasant, grouse or quail.

It wasn't long before Nigel had quit his job and was back in Victoria, selling advertising for the Vancouver Province and making \$50.00 a month. Then followed a short time at Ker & Stephenson, Real Estate and Insurance, and an invitation from C. M. Oliver & Company to return there as a trader.

The senior Tomlin still felt that he must get his son settled into a safe business which offered security and promise of promotion. By this time he had recognized the financial traits in his son and decided that banking was the place for him. The dutiful son completed his interview with the selected Bank Manager but, being a forthright young man, he truthfully told the Manager that he wasn't interested in banking.

As he passed his 21st birthday, he met Hon. John Hart, then Finance Minister of British Columbia, and head of the firm of Gillespie, Hart and Todd. Mr. Hart had decided to open an investment department in his firm and offered the job to Nigel. He accepted.

This was what he wanted. For eight years he directed that business. It flourished and expanded. Then came the war and its unprecedented demand for money. War loans gave way to Victory Loans, and aggressive sales committees were set up in many parts of Canada. The Bank of Canada asked

Nigel to become the Administrator for National War Finance in Victoria. He accepted.

Before he had set up his new office, he received a telephone call from his father, who now had a fine appreciation of his son's financial ability. It pleased him. It was June 2, 1942.

The father told the son in quiet, steady voice that he had just received the reports from his doctors of a condition which had been sapping his strength for some time. The doctors said he had cancer. He was taking their advice and proceeding to Toronto for a major operation.

Then followed one of those commands which the family had come to expect for many years.

"You are now Treasurer of the B. C. Cement Company Limited and you will be in the office tomorrow morning", intoned the senior Tomlin.

Nigel Tomlin, then 27, was shocked. He had just accepted an essential war job with the Bank of Canada, and he was also Manager of the investment department of Gillespie, Hart and Todd. He was deeply conscious of his duty to both.

But, next morning, he was in the Treasurer's chair at the B. C. Cement Company Limited as his father had ordered.

If ever a young man faced a series of problems it was young Tomlin. His father's condition worried him most. He had never thought of illness striking his father who led an abstentious life, took a cold shower every morning, physical exercise at the Y.M.C.A.' and walked with a crisp, smart

step. Now his father, but 57, was not far from the Great Beyond. In two years he would be dead.

At this moment the company was in the throes of completing its new offices at the corner of Wharf and Fort Streets. Everything was improvised and a mess, not only structurally but in a business sense as well. The man who knew all the problems and had the answers was ill and faced a trying ordeal. The two men available for advice were Gordon Verley, the Secretary, and William Todd, a Director. All Nigel knew about cement manufacturing was what he had heard around the home and of his days aboard the company's ships. But he was well grounded in finance.

Like an avalanche, there descended upon the company vast orders for cement for defense purposes. The Japanese had captured Kiska and Attu and were a threat to the British Columbia coast. The R.C.A.F. announced vast developments at Tofino, Comox, Sea Island, Port Hardy and other places, which required great quantities of cement. The Navy and the Army were also clamouring. More cement had to be squeezed out of the plant at Bamberton.

Nigel was quite aware of the limitations of the plant. It was 25 years old. He knew that mechanically, it was neither modern, efficient, nor capable of being pushed too far. And being war time it was impossible to get new machinery or minor replacements.

At this time R. P. Butchart was still President of the company, but he was 85 years of age and had taken no active interest in any phase of the business for a number of years.

Outside of appointing his son Treasurer of the company, Edwin Tomlin, who was Managing-Director, had left no instructions as to who should make decisions.

This was no time for hesitating so Nigel Tomlin, with the boldness which had been characteristic of him from his youth, took over and made the decisions. If they proved wrong he would move out if told to by the directors. Other jobs awaited him.

To the amazement of young hands as well as old, in the company, Nigel immediately revealed a great understanding of the needs of the Company, of plant changes that could be made with what they had, of the capacity of foreman and workman.

In this important year of the war effort, 1942, this venerable plant's capacity went up to 100,090 tons; 12,250 tons more than the previous year. From that day on the capacity of the plant was never to fall below 87,500 tons which was what its designers said it would produce.

Two years later both R. P. Butchart and Edwin Tomlin were dead. The third President of B. C. Cement Company Limited had to be named. This was Mr. Bill Hastie from Toronto.

Then one morning Nigel Tomlin was summoned to the Empress Hotel. In a room sat Gordon Farrell and William Hastie, two Canadian Directors of the Company, who had held consultations with Sir Malcolm Stewart, representing the United Kingdom shareholders. As Nigel walked into the room, Mr. Farrell said to him, in a casual voice: "How would you like to run the B. C. Cement Company Limited?"

Before he had even taken a seat, Nigel replied: "Fine. I'd like it".

And that's how Nigel Tomlin became President of the B. C. Cement Company Limited at the age of 29. The company had taken on a new pilot, who was to steer it through a difficult period of expansion into a future undreamed of in the days of the two previous Presidents.

After Nigel got squared away and with the reins firmly grasped he soon found he was faced with post war expansion. He was fearless in his decisions to "get things going" and as soon as war ended in 1945 the expansion of Bamberton production and the production of limestone at the Blubber Bay Quarry on Texada Island were quickly under way. Nigel foresaw the post war boom and like his dad before him was skilful in "plotting the course" and seeing that the course was followed!

One of his first moves was to cut down on the paper work which had almost bogged down the small staff. Voluminous correspondence had to pass between the office and the Canadian and United Kingdom directors before changes could be made, especially major ones. Business methods and techniques were changing fast; the blind had been drawn on the easy-going ways of the previous 25 years. British Columbia was on the threshold of great development and in this, cement was to play a major role. There was to be new relationship between employer and employee, the government would demand more from industry, and the B. C. Cement Company Limited could only expect to hold control of the British Columbia market if it produced cement cheaper than it could be shipped in from the State of Washington, which had a capacity of 875,000 tons a year.

Often when young men are placed in the top executive spots, they proceed

to replace the veterans. The belief is that older men cannot adjust to new processes and tend to retain old methods which have become routine over the years. But Tomlin decided to keep the older men if at all possible. He coaxed them and drove them, he held out a challenge to them of being a part of the great development of British Columbia, he increased their pay and he provided pensions, insurance and sickness benefits. To the satisfaction of both parties, the older hands came through, accepted the challenge of youth, and delivered the goods.

In addition to increasing production and modernizing the plant, changes had to be made in administration, accounting and marketing to cope with the rapidly increasing sales. All this required additional personnel and Nigel was careful to surround himself with a competent staff who he trained with care. Key people were Alf Mendum, Secretary; Bruce Sharp, Treasurer; Joe Leason, Purchasing Agent; Norm Shewring, Sales Manager; Jack Cummings, Geologist and Jim Glassford who later opened the first Vancouver sales office and who contributed in many different fields within the company.

Another move of the new President was to examine the cost of operating the company's fleet of freighters and to see if a tugboat would be more efficient. The figures showed a saving of 50 cents a ton if an independent towing company did the job. A contract was signed and the company's ships were sold.

The spiral of mounting costs for labour, materials and equipment, was in full motion but Mr. Tomlin knew the company must face up to the problem of plant expansion. He accepted the slogan of the day (which is still true)

"Business is Moving to B. C.", as being a clear picture of what would happen. He recalled his father's forecast. He wanted his company to be ready to participate in that development. The present plant was capable of producing more under pressure but it would need relief soon.

A new kiln, double the length and capacity of those in operation, was designed and ordered. A large new covered hopper, for the storage of clinker, went on to the drawing boards and a contract awarded for its construction.

Before long the new work under way would ultimately cost \$2,000,000, but it would result in annual production being boosted to the 350,000 ton mark.

For the first time production passed the 175,000 ton mark in 1948, when it was 179,897 tons. With the old kilns working all-out, 24 hours a day, production reached 239,225 tons in 1951, a tremendous effort. In 1952, the huge No. 4 kiln was placed in service and for the first time the output reached the 350,000 ton signpost, the original aim of the directors.

The company was not marking time. It was aiming at new goals. What would production be, for instance, in 50 years? Mr. Tomlin thought that question over, then leaned forward in this chair. "I think we will be producing 875,000 tons a year in British Columbia by the year 2000", he replied. He was not too far off target when you consider this statement was made in 1950 - thirty years ago.

That's enough to stop your breath, but it shows how this young man figured.

Mr. Tomlin was fully aware of what that terrific output meant and he mentioned the part B. C. Cement Company Limited would play not only by supplying cement for construction work, but also in aiding other industries.

For instance, in the early 1950's B. C. Cement Company Limited bought 300 tons of coal each day from Canadian Collieries Mines at Union Bay. It bought 600 pounds of explosives each day from Canadian Industries which manufactured it on James Island. Each month it bought 3,000,000 kilowatt hours of power from plants of the B. C. Electric Co. at Jordan River, and the B. C. Power Commission at Elk Falls. It used approximately 400,000 gallons of water each day from a system it developed high in the hills behind its plant. It bought 1,800 tons of gypsum each month from the Columbia Gypsum Company of Lake Windermere, B.C. It employed about 260 men at good wages.

Limestone supply had been coming from Texada Island but in 1954 the Cobble Hill Quarry was purchased from the Raymond estate and the Blubber Bay Quarry on Texada was closed.

B. C. Cement Company Limited had an authorized capital of \$3,200,000 with 32,000 shares, being 10 ordinary shares at \$100.00 each, 15,995 A (English) preferred shares of \$100.00 each (\$1,599,500.00) and 15,995 B (Canadian) preferred shares of \$100.00 each (\$1,599,500.00).

Directors of the company were: Nigel A. Tomlin, Victoria; G. H. E. Vivian London; Gordon Farrell, Vancouver; R. M. Butchart, Owen Sound, and John G. Cochrane, Vancouver. Mr. Reg Haskins was Works Manager during the years of post war expansion.

B. C. Cement Company Limited was incorporated in Dominion of Canada November 27, 1914, and was formerly Associates Securities Company Limited. It was registered under the Companies Act in B.C. June 14, 1923.

In 1957, a very involved and intricate merger took place with Evans, Coleman & Gilley Bros. Ltd., the parent company of British Columbia Cement Company Limited's largest customer, Evans Coleman & Evans Ltd. Ocean Cement & Supplies Ltd. was then incorporated as the holding company under which B. C. Cement and Evans Coleman continued to operate as before until they became divisions of one operating company, Ocean Cement Limited.

It was at this point that Nigel decided the hurly-burly pressures that governments and business create were too much for him and he retired, knowing that the merger would provide good management to guide the B. C. Cement Company Limited in the future.

There is always much more to be said about an era such as this "Tomlin Era". There were many "firsts" not the least of which was the establishment of the first union in 1946. The Depression Years, possible because of the adversity, produced long lasting friendships and, strange as it may seem, great jobs of happiness and pleasant working mates and conditions. Everyone was in the same boat! The first "fringe benefit" came about in the early thirties. This gave a \$1,000 self contributing straight life and death insurance policy!

Nevertheless this thirty year time window from 1926 to 1956 is the middle period, the guts of the 76 year life of the company. There is no doubt that the TOMLIN father and son combination left a great legacy and a

strong nucleus from which continual growth, expansion and success has been and will continue to be achieved.

It is a pleasant thought to know that Nigel Tomlin and his wife are still enjoying retirement in the Cowichan Lake area, and likewise Mrs. O. Tomlin, the widow of "E.T.", is retired and domiciled in Victoria.

OCEAN LOGO

Chapter 3

THE OCEAN CEMENT YEARS

The merger in 1957 with Evans, Coleman and Gilley Bros. Ltd. started the third phase in the lifespan of the British Columbia Cement Company Limited. In the past there had been a few joint directors of the two firms and some common shareholders, so it was a natural move to bring together a supplier and its largest customer under one financial roof, which in this case was called Ocean Cement & Supplies Limited.

At first, with the exception of a few personnel moves between companies and some persons now acting in the same capacity for each company, there were a few operational changes. Mr. Gordon Farrell was appointed Chairman and some new directors were elected to the Board. Mr. William F. Foster, President of the Evans Coleman group became President of the new company which had its registered and executive offices in the Evans Coleman headquarters at Vancouver. Other members of the executive included Mr. J. D. Burton and Mr. R. M. Hungerford for a short period.

During this period, Mr. Franklin B. Cox from the A.P.C.M. was appointed Vice-President and General Manager of the Cement Division while, at the same time, Mr. A. E. (Bill) Jenkins became Vice-President of sales. Their tasks of initially melding the two organizations was completed by 1960 and Mr. Cox returned to the United Kingdom and Mr. Jenkins accepted an appointment in another field of endeavour in the Vancouver region.

In 1958, the head office of the British Columbia Cement Company Limited moved from Victoria to Vancouver and two years later the staff moved

into the Evans Coleman and Evans office building.

This, also, was the year the company presented to the Province of British Columbia a tract of waterfront property on the western shore of Saanich Inlet and known locally as "Sandy Beach". Its location is not too far from the Mill Bay terminal of the Brentwood - Mill Bay ferry. The Parks Branch of the Provincial Government has developed this property into a very fine campsite known as "Bamberton Beach Park" and it will be thoroughly enjoyed and appreciated by hundreds and, yes, thousands, of day-trippers and "overnighters" in the years to come.

After this an A.P.C.M. executive from Malaya, Mr. Bryan Brabant, was transferred to Vancouver as Vice President of the B. C. Cement Company Limited. He later became Vice-President of Evans Coleman & Evans and when the new operating Company, Ocean Cement Limited was formed, he was appointed Executive Vice-President. Another B. C. Cement Company Limited executive, Mr. Reg. Haskins, former works manager at Bamberton was made Vice-President of Operations for the company. At that time Mr. J. D. Burton was Secretary-Treasurer. Upon his retirement, Mr. J. Bruce Buchanan, Treasurer, and Mr. R. A. Frampton, Secretary, were appointed to the executive committee to be joined later by Mr. D. E. Smith, A Vice-President in Victoria, and Mr. J. E. (Bud) Buerck Vice-President of sales. Mr. Buchanan later became Executive Vice-President and is now a top executive in another company and industry.

Under this executive the company continued to expand. But this time it wasn't only the requirements of Bamberton to be considered. Ready Mix plants, aggregate plants, concrete block and pipe plants had to be enlarged and updated. New tugs and barges were built and new additions to all types

of mobile equipment were purchased. Ready mix plants were acquired in Kamloops, Terrace, Kitimat and Prince George, as well as block plants in the latter two places.

Great credit is due to Bill Foster and his executive group which ran the company during a ten year period of prosperity and growth. The cement division received its fair share of capital expenditures. A large kiln and a new cement mill were installed at Bamberton. Additional storage silos were built and new instrumentation was installed. Quarry mobile equipment was updated and much improved pollution controls were added. Production was increased to the point where surpluses were available for export and this market was developed.

Another important development took place in 1962 when a cement distribution depot was built on the Fraser River at New Westminster. In five years the storage capacity of this depot had to be more than doubled to meet the increased demand for cement in bulk form. From New Westminster, cement manufactured at Bamberton was shipped in sacks or in bulk by ship, rail car or truck to destinations throughout British Columbia and the Yukon Territories.

A second use for the depot was developed in 1968 when after two years of negotiations, white portland cement was imported in bulk by rail from California and then delivered to dealers in either sacks or bulk. It was the first time in Canada west of Ontario that customers could obtain white cement in bulk.

Safe working conditions and safe working habits were always strongly stressed by management and it is interesting to note that the

New Westminster distribution depot operated from 1962 to 1976, an incredible 14 years, without suffering a lost time injury. Depot Superintendent Roy Miller and his staff truly achieved an outstanding record.

Following the start-up of the Tilbury Plant, the New Westminster Distribution Depot became redundant. This resulted in the staff and employees being moved to the Tilbury operation, and the depot was closed.

In due course the property was sold and during 1980 the silos and buildings were demolished and the equipment dispersed.

This was the end of a small but efficient and well operated depot which gave excellent service to our customers for 17 years.

The old saying that a company is only as good as its employees was amply borne out in Ocean Cement Limited where good management-employee relationships kept personnel turnover to a minimum, resulting in a depth of loyal and knowledgeable people at all levels. A diversified engineering division maintained all company plants, depots, docks and mobile equipment. It operated heavy duty machine shops as well as a shipyard and assisted in the design and supervision of major expansion programs.

Another source of assistance came from Associated Portland Cement Manufacturers Limited which originally built the Bamberton plant. A.P.C.M. of London, England, is one of the world's oldest and largest cement companies, and operates numerous plants in Great Britain, Africa, Australia, Malaya and Mexico.

Through its half interest in the B. C. Cement Company Limited and as a shareholder in Evans, Coleman & Gilley Bros., A.P.C.M. became the largest

single shareholder in Ocean Cement when the amalgamation took place in 1957. In 1968, A.P.C.M. made an offer to all shareholders for a percentage of their shares. The offer resulted in the English firm acquiring control of the Company. However, from the time the Bamberton plant was merged with Mr. Butchart's Tod Inlet Company, a working agreement was reached which gave A.P.C.M. a measure of control over operating procedures and expansions at Bamberton. This arrangement remained in effect until the sale of Ocean Cement Limited to Genstar Limited, although A.P.C.M.'s technical service continues to be available, when required.

Over a period of some sixty years, the British company has invested a great deal of money in this region and while it provided the expertise of a large research staff and laboratory, the English management placed their trust and confidence in the local personnel to manage and operate the plant and conduct the business of the company.

Special mention should be made of two senior executives of A.P.C.M., Mr. Arthur Poole and Mr. John Milne who succeeded him as Managing Directors of the firm's overseas operations. Both gentlemen played an important part in the development of the cement company, and later the complete Ocean Cement group. A.P.C.M. is now one of Genstar's important shareholders and has representation on the Board of Directors. But in 1980 A.P.C.M. decided to "pack it in" and disposed of their shares which resulted in their no longer being included in the organization.

A record of the production methods at Bamberton was first written in the 1920's and revised in 1946 and again in the 1950's. With the imminent closure of the Bamberton plant, these records may some day become of historical value and they are therefore retained in the records of the

company and are available upon request to anyone interested in such technical information.

INLAND LOGO

Chapter 4

THE INLAND GENSTAR YEARS

The Genstar organization purchased Ocean Cement & Supplies Ltd. on December 31, 1971. Genstar Limited, originally called Sogemines Limited, was founded with Belgian capital but is now a Canadian company with headquarters in Montreal. It is a diversified firm with a large part of its overall business being in the construction industry in Western Canada where it operates cement plants, construction supply outlets, pre-cast concrete firms and is engaged in house building and land development. It is in the chemical and fertilizer business and is the largest tug and barge operator in Canada with tugs and barges for nearly every type of use. The company also has extensive house building and real estate operations in the United States and growing international involvement, through marine activities and construction project management, and, now, with the acquisition of "Flintkote" a United States Corporation, which parallels to some major degree the Canadian arm of cement and concrete production.

After the purchase, the different segments of Ocean Construction & Supplies Ltd. were placed into their respective Genstar Divisions. This entailed separating customer records and accounts, adapting to new sales and financial policies, extracting engineering and purchasing components from their previous centralized departments and many other changes.

The Bamberton plant became part of Inland Cement Industries Limited but still operated as the British Columbia Cement Company Limited with

Ocean Cement Limited being the marketing entity. Since then the name "Inland-Ocean Cement" has been used to signify the inclusion of the British Columbia part of the company. In a relatively short period of time the integration was complete with the Ocean Cement operation brought into line with the Inland organization and once again the old cement company had as its single purpose, the production and sale of portland cement. The other phase, or, if you will, the Evans Coleman Evans side of the previous company, again operated on its own under the name of Ocean Construction Supplies Limited. These changes set up patterns for re-alignment of some people. There was a very minor degree of criss-crossing -- some Ocean Construction Supplies people came to the cement company and vice versa. Finally, the dust settled and once again communication, hard work, loyalty and devotion on both sides placed the re-organization into "passing gear" and in a remarkably short period of time new sophistication, modifications in cement production and so forth brought Ocean Cement Limited up to a stage of being parallel with the rest of the Inland organization. This was a great and good step forward -- to place each segment of Ocean Cement and Supplies Ltd. into its rightful place so that each profit centre was a separate entity rather than part of a larger integrated operation.

In 1974 the advisory board of Inland Cement Industries Limited held its last meeting in Vancouver and this board was dissolved in favour of the broader Genstar Board of Directors. Shortly thereafter Inland's President, Mr. D. R. B. McArthur, was appointed to the position of Inland's Chairman and a former Inland Vice-President of Production, Mr. Walter S. Bannister, returned to the fold as President and Chief Executive Officer of the company. Here was a man with excellent technical

knowledge, sound business sense, and even more important, a unique ability to understand and communicate with people in all walks of life as well as to motivate and develop high morale within the Inland organization.

With vigor, foresight, courage and a wealth of knowledge and experience, Mr. Bannister pursued the idea of a new producing cement plant to be located in the Greater Vancouver area. This thought, it might be added, had been "shot down" by some predecessors in the old cement company, so with this attitude floating around in the atmosphere it took a good deal of wisdom and strength to "horse it through". However, after about two years of studying alternatives, the Genstar Board gave its approval and construction of the new million ton per annum plant was started in 1975 with production scheduled for early 1979. It must also be mentioned that a great deal of credit is due to the "Lieutenants" who worked feverishly on all aspects of this new plant to bring it about in such expeditious fashion.

But re-organization didn't stop with the Genstar Board of Directors approving a new plant. Not by a long shot! Soon plans were also announced for an expansion of the Edmonton plant and no doubt other plans, other changes are in "the crucible".

Further organizational changes took place in early 1975 when Inland's operations were geographically divided into regions. With the head office still located in Edmonton in new quarters, at the College Plaza, three regions were developed. The Eastern Region, with headquarters in Winnipeg, embraces the provinces of Manitoba and Saskatchewan, and the western segment of Ontario and is headed by Mr. John Crawley, who is Vice-President and General Manager for the region. The Western Region with headquarters

in Edmonton is headed by another Vice-President and General Manager, Mr. Ray Zimmel. This region covers the Province of Alberta and portions of the Northwest Territories. Mr. George Ross was appointed President of Ocean Cement and given jurisdiction over a region which covers the Province of British Columbia and the Yukon. The B.C. Region also takes responsibility for exports to the States of Washington and Alaska. Both Mr. Ross and Mr. Zimmel had been with Inland Cement since the start of the first plant in Edmonton in 1956. Mr. Art Geikie was appointed Vice-President of Personnel.

In late 1976 Mr. Bannister was appointed to another high executive post in a newly expanded Division of Genstar, and Mr. Bern Johnson was appointed Chief Executive Officer of the Cement and Manufacturing Division.

Mr. George Ross was appointed President and Chief Operating Officer of the Inland-Ocean group and Mr. Al Watt became Regional Vice-President of the British Columbia Region. Commencing on January 1, 1978 the B.C. Region will operate from the new plant located on Tilbury Island using the same name as it used in the Prairie Region, Inland Cement Industries Limited.

Upon the retirement of Mr. George Ross, Mr. R. D. McLean also returned to Inland as President and Chief Executive Officer in 1978. Mr. McLean has a wide experience in the industry starting with Inland in the late 1950's. At one time he was President of a large Ontario based cement manufacturer and then had the distinction of being the first Canadian President of the rather prestigious Portland Cement Association which covers most aspects of the industry in the United States and Canada. Mr. McLean, at that time, was stationed in the Chicago area but was heartily welcomed "back home" as a resident of Edmonton and a well-known and respected citizen of the Province of Alberta.

After the Herculean task of erecting the Tilbury Plant and seeing it produce, Mr. A. R. Watt was appointed Vice-President of Engineering and Technical Services at the Edmonton Head Office. This took place early in 1979. Al Watt was replaced by Mr. Bruce Price, a man with great knowledge and experience in the industry and who was appointed Vice-President and General Manager of the B. C. Region.

During 1979 the Eastern Region was "headed-up" by Mr. Paul Wacko who vacated the appointment of Vice-President of Marketing to accept this new role. Mr. Ray Miller, another former Inland "staffer" and well known in the cement and concrete industry in Canada, was appointed Vice-President of Marketing. At this time Mr. John Crawley, the former Eastern Region Vice-President and General Manager was transferred to the corporate office in San Francisco along with the Vice-President and Secretary-Treasurer Mr. Morley Aboussafy. Mr. B. McNamara has since been appointed Vice-President of Finance.

A Technical Services Group for the Inland organization was formed in late 1979 and Mr. Eric Cardey, a former Operations Vice-President for the B. C. Region was appointed Vice-President in charge.

To complete 1979, the year of the change, Mr. Alan Moore replaced Mr. Bob Moffatt as Bamberton Plant Manager and Mr. Moffatt was appointed Assistant to the B. C. Regional Vice-President and General Manager. However, when Mr. Cardey formed the Technical Services Group Alan Moore was moved to Tilbury plant in September, 1979. This move resulted in the return of Mr. J. R. Wintemute who came away from early retirement to become Bamberton Plant Manager until closure in December, 1980.

During 1980 Bob Baturin vacated the appointment of Sales Manager to follow another field of endeavour and he was replaced by Mr. Paul Heaton who was transferred to B. C. from Alberta.

Does history repeat itself? Once again we saw people come and people go but again "in the wings" capable personnel loomed up to accept and discharge the responsibilities that came their way. And on it goes in never ending fashion. And that is destiny -- the way it should go!

Chapter 5

THE END OF THE BEGINNING

And so we come to Omega, the last, the end of cement production on Vancouver Island, by the British Columbia Cement Company Limited, which was sustained for a 76 year period, (let's call it 75 years) or three-quarters of a century.

But while it is the end in one sense it is also the beginning, a great step forward with many new horizons and many new mountains to climb, a new interesting process, a new location, new people.

A few statistics relating to people in the industry are worth noting.

Let us look at Plant Managers at Bamberton:

1.	1914 - 1934	Mr. H. Anderson
2.	1935 - 1940	Mr. J. H. McIntosh
3.	1941 - 1944	Mr. A. B. Stewart
4.	1945 - 1949	Mr. C. S. Williams
5.	1950 - 1961	Mr. R. E. Haskins
6.	1962 - 1964	Mr. C. McIlroy
7.	1965 - 1969	Mr. R. C. Muirhead
8.	1970 - 1974	Mr. J. R. Wintemute
9.	1974 - 1975	Mr. A. R. Watt
10.	1975 - 1976	Mr. S. Sala
11.	1977 - 1979	Mr. R. H. Moffatt
12.	1979	Mr. A. S. Moore
13.	1980	Mr. J. R. Wintemute

It is an historic point that only two present employees have worked for, with, and alongside this long list of Plant Managers. They are Alan Jeffery and Bob Moffatt. This won't make the Guinness Book of Records but the fact

remains that no one else can possibly be members of this "exclusive club"! In addition to the two names mentioned above, others who have completed a span of 40 years or more are Dave Duncan, George Etherington who came from the Evans Coleman Group, Al and Don Ferguson, Roy Miller, Len Mahaffey, Gordy Rodger and Walter Zellinsky, a second generation man whose father also had service in both Tod Inlet and Bamberton plants for over 40 years! Art Delisle, the Research Chemist, has completed over 40 years. Others close to, if not over, the 40 years, were Rex Hughes, Charlie Cruickshanks, Alf Mendum, Fred Tomlinson, Bert Fox, Sluggett brothers, and probably some others, whose records are missing.

Presidents over this same period were as follows:

- | | | |
|-----|-------------|-----------------------|
| 1. | 1919 - 1942 | Mr. R. P. Butchart |
| 2. | 1943 - 1944 | Mr. E. Tomlin |
| 3. | 1944 - 1948 | Mr. W. J. Hastie |
| 4. | 1949 - 1956 | Mr. N. A. Tomlin |
| 5. | 1957 - 1960 | Mr. Gordon Farrell |
| 6. | 1961 - 1971 | Mr. W. F. Foster |
| 7. | 1972 - 1973 | Mr. D. R. B. McArthur |
| 8. | 1973 - 1976 | Mr. W. S. Bannister |
| 9. | 1976 - 1978 | Mr. George Ross |
| 10. | 1978 | Mr. R. D. McLean |

The B. C. Cement Company Limited has contributed a great deal to the economy of the South Vancouver Island area through the medium of millions of dollars in salaries and wages, by purchasing goods and by secondary employment in the area. At the same time it has contributed many millions in Federal, Municipal and other taxes over the many years of its operations. It has had many ups and downs but the people in the company still constitute a strong healthy force and form the foundation for a great future ahead.

Labour relations in the company have also been outstanding. The first Union, the Cement Lime & Gypsum Workers Local 277, was formed about 1946 and, since that time, management and labour have generally been able to resolve problems without work stoppages. There have been fair wages, as well as fringe benefits such as pension, health care and life insurance and the company has often led the field in this area with pride.

However, in the latter part of 1980 and running over into 1981, the Union decided to strike both Tilbury and Bamberton plants. At the time of writing it is difficult to state the total time span but the strike will embrace a minimum of three months duration. As an aside, the writer is of the opinion that no one wins with a strike which continues beyond a month's duration and somewhere, sometime, management, labour and government must devise a better way or system. A thirty day strike or lockout makes the point, without causing too much hardship to all people involved. In other words while the thirty day figure above is just an arbitrary suggestion, a definite time limit should be established by top labour government and management officials. Something must be done to prevent this serious erosion of our economy.

It would be improper to "sign off" a company without paying tribute to the great effort the Chinese played in the Bamberton saga. They were diligent workers in the kilns, mills, quarry, yard and even laboratory. They had their own bunkhouse and cookhouse and finally during the beginning of the Great Depression, about 1930, they were laid off along with most of the other employees. That lay-off resulted in their finding other employment.

A good many fathers and sons and even grandchildren moved through Bamberton in succession and as a result a family relationship was evident within the

company. In the several generations there were names like the Zellinskys, Hamiltons, Lowes, Hughes, Lusses, the Jim McLeans, Sinclairs, Tomlinsons, Nichols, Cruickshanks and many more. There are currently two Ferguson brothers and at one time there were four McLean brothers, four Hamilton brothers, two or three of the now well known Butler brothers including Claudie, the President of the enterprise that now bears their name. Two of the Sluggett brothers, also a well known Saanich name, spent their working lives with the B. C. Cement Company Limited. The Rodger family of Cobble Hill - at one time provided the company with a father and four sons, two of whom are still working at Bamberton in 1980 and at one time along with a grand-daughter, Carrie.

The above are only a few examples of the "Relative Syndrome", which worked out well for both the company and the individuals, particularly during the latter years of the big depression and the war years of 1939 - 1945.

B. C. Cement Limited had connections with such well known historic B. C. families as the Barnards, Farrells, Raymonds and Todds.

A further historic personnel note is with reference to the list of Plant Managers shown earlier in this chapter. The second Plant Manager, J. H. McIntosh, was a son-in-law of the founding manager, Mr. Harry Anderson.

Many well known citizens have been employed at one time or another at Bamberton. It is of particular interest that the late Bill Bendy, whose reputation as a designer of cement manufacturing plants became known throughout the world, was employed at Bamberton many years ago. The engineering consultants for the new Tilbury Island plant still bear the name Bendy, providing another strong link with the past, present and future.

Bamberton employees enlisted in all branches of the armed forces during the Second World War and gave outstanding service to the country.

Last but not least, the Province of British Columbia and the Yukon Territories have many "monuments" of concrete construction made with B. C. Cement. Notably are mines, dams and power houses in the Yukon, the Deas Island tunnel in Greater Vancouver, the Patullo Bridge in New Westminster, the Aluminum Company at Kitimat, the Keenlyside Dam near Castlegar, the B. C. Hydro developments on Vancouver Island at Campbell River and Jordan River and many others.

In the export field the States of Alaska and Washington have used thousands of tons of Bamberton manufactured Portland Cement. And to go further afield, shipments have been made to San Marcus Island in the Far East as well as the airport at Ceylon and a dock in Arabia which were constructed using cement produced by the B. C. Cement Company Limited. At one time Bamberton cement had the lowest radiation factor in North America, and, as a result, was used in constructing reactor buildings in California, New York, Chalk River, etc.

And so we come to the end. Many, many words could be written about the comradeship, friendships, fun, laughter, hard work. Hundreds of people have passed through, all with a worthy contribution. However, this has been a history of the company, written for posterity, and to those who follow we know you will have outstanding success by adding to the work of those who have gone before you and built the organization to its present level. The ball is in your court!! To those who will be manning the Tilbury plant, we hope you build an even stronger and more vibrant

organization. We also wish you personal health and happiness in order that the new company, the new surroundings, the new plant at the new location will contribute to your welfare and to the welfare of the company and the community in like measure as the past has contributed to those who have "run the course".

THE END