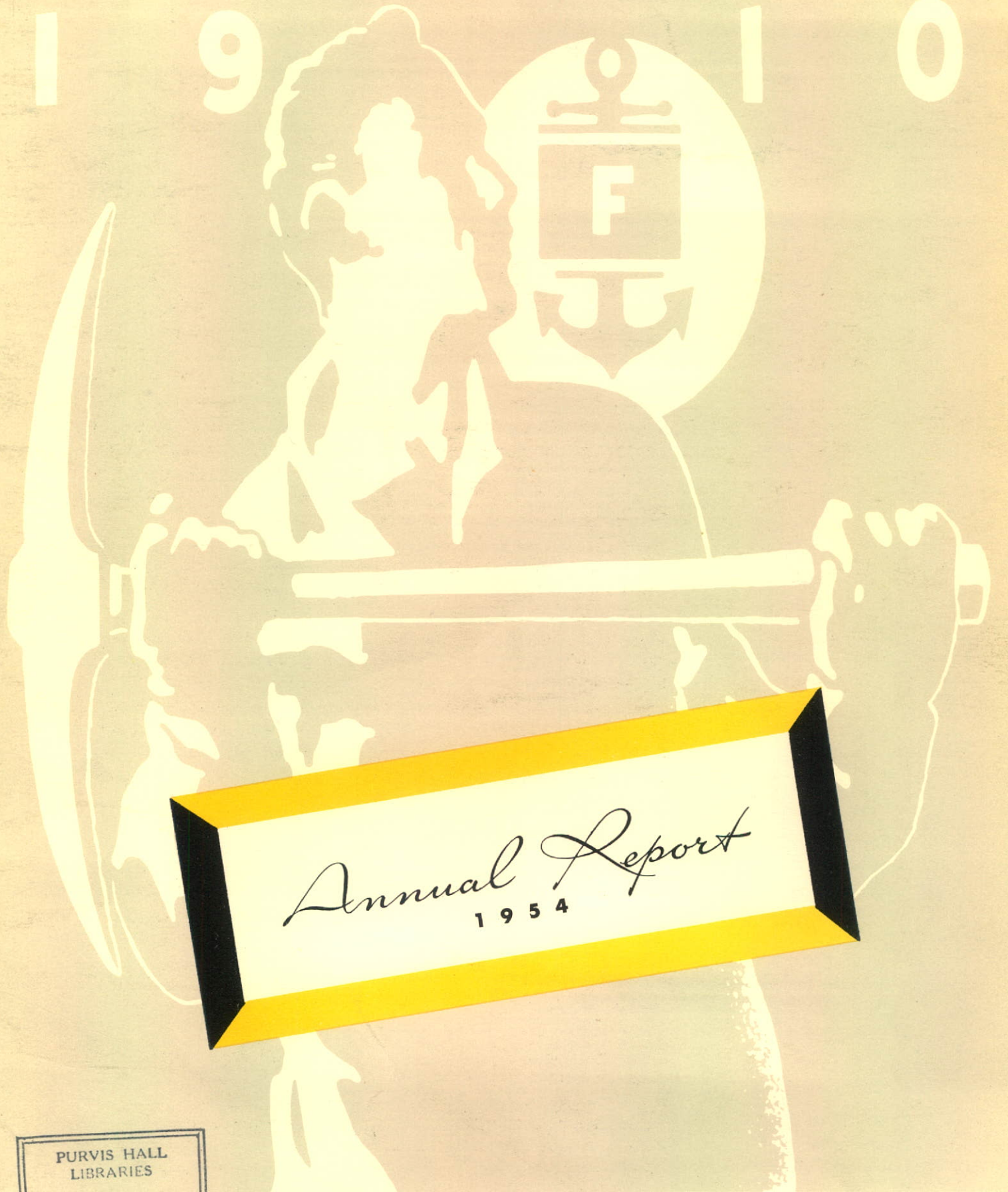


e

*Lester Campbell*

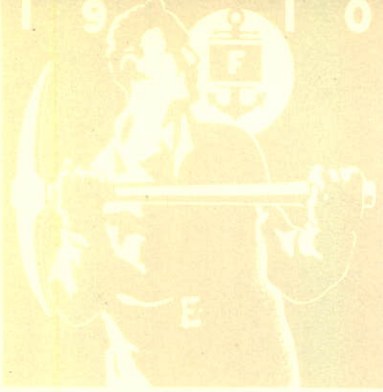
1 9 1 0



*Annual Report*  
1954

PURVIS HALL  
LIBRARIES  
APR 7 1955  
MCGILL UNIVERSITY

FOUNDATION



FOUNDATION

OUR  
DISTINGUISHED  
CLIENTELE  
FOR WHOM  
WE WORKED  
IN 1954

Abitibi Power & Paper Company, Limited  
Atomic Energy of Canada Limited  
Bank of Nova Scotia, The  
Bell Telephone Company of Canada  
Britannia Hotel Company Limited  
Burns & Company (Eastern) Limited  
Canada Cement Company Limited  
Canadian Broadcasting Corporation  
Canadian Car & Foundry Company, Limited  
Canadian Comstock Company Limited  
Canadian Fairbanks-Morse Company Limited  
Canadian General Electric Company Limited  
Canadian Johns-Manville Co., Limited  
Canadian Kodak Company Limited  
Canadian National Institute for the Blind  
Canadian National Railways  
Canadian Pittsburgh Industries Limited  
Canadian Steel Improvement Limited  
Canscot Realty Investments Limited  
City of Calgary  
City of London  
Coca-Cola Limited  
Comel Limited  
Consolidated Paper Corporation Limited  
Continental Can Company of Canada Limited  
DeHavilland Aircraft of Canada Limited, The  
Dominion Stores Limited  
Empire Brass Company Limited  
Falconbridge Nickel Mines Limited  
Ford Motor Company of Canada Limited  
Fraser Companies Limited  
Gair Company of Canada Limited  
Gaspé Copper Mines Limited  
General Foods Limited  
General Steel Wares Limited  
Government of Canada  
Halifax Board of School Commissioners  
Hay Stationery Company Limited  
Hinde & Dauch Paper Co. of Canada Limited  
Hydro-Electric Power Commission of Ontario, The  
Imperial Oil Limited  
International Correspondence Schools Canadian, Ltd.  
Irving Oil Company Limited  
John Labatt Limited  
Kraft Foods Limited  
Liquor Control Board of Ontario  
Loblaws Groceries Company Limited  
London Board of Education  
London Hunt and Country Club Limited  
McCull-Fontenac Oil Company, Limited  
Molson's Brewery Limited  
Molson's Brewery (Ontario) Limited  
Monarch Knitting Company Limited  
Montreal Protestant Homes  
Montreal Standard Publishing Company Limited  
National Club, The  
National Gypsum Company (Canada) Limited  
National Harbours Board  
National Sea Products Limited  
Noe Bourassa Ltee  
Northern Electric Company Limited  
Ogilvie Flour Mills Company  
Ontario Cancer Institute  
Pepsi-Cola Company of Canada Limited  
Photo Engravers & Electrotypers Limited  
Polymer Corporation Limited, The  
Products Tank Car Shops Limited  
Pronto Uranium Mines Limited  
Provincial Paper Limited  
Provincial Transport Company  
Purity Ice Cream Company Limited  
Quebec Hydro-Electric Commission  
Quebec North Shore Paper Company  
Relocations Limited  
Robert Simpson Montreal Limited, The  
Rolland Paper Company Limited  
Simpsons-Sears Limited  
Somerville Limited  
Ste. Anne Paper Company Limited  
Sudbury Memorial Hospital  
Toronto Daily Star  
Toronto General Hospital  
Toronto Harbour Commissioners  
Toronto Transit Commission  
Windsor Utilities Commission  
Women's College Hospital



# THE FOUNDATION COMPANY OF CANADA LIMITED

1900 SHERBROOKE STREET WEST, MONTREAL

*Mill, smelter and townsite development for Gaspé Copper Mines Limited at Murdochville, Gaspé Peninsula.*





## FINANCIAL HIGHLIGHTS...

	1954	1953	1952
PROFIT — before depreciation and taxes	\$2,472,463	\$2,224,018	\$1,805,710
DEPRECIATION	678,111	649,605	639,260
TAXES — on income	820,000	666,567	684,012
NET PROFIT after depreciation and taxes	974,352	907,846	482,438
DIVIDENDS PAID	314,277	255,970	249,488
REINVESTED IN BUSINESS	660,075	651,876	232,950
WORKING CAPITAL	4,642,559	4,339,200	3,800,100



# Annual Report

## THE FOUNDATION COMPANY OF CANADA LIMITED

T O T H E S H A R E H O L D E R S :

Your Directors submit herewith the Annual Report of your Company for the year ending December 31, 1954, including the Consolidated Balance Sheet and the Consolidated Statement of Profit and Loss and Earned Surplus. The accounts have been audited by Messrs. Price Waterhouse & Co. and their report is appended hereto.

The profit for the year 1954, before depreciation and income taxes, was \$2,472,463, compared with \$2,224,018 for 1953. Net profit, after depreciation and income taxes, was \$974,352, compared with \$907,846 for 1953.

The Company has written off as depreciation the maximum amount allowed under Government of Canada income tax regulations in respect of its capital assets and this write-off amounted to \$678,111 for the year which has increased the depreciation reserve to \$5,148,040. The net additions to the capital assets of the Company made during the year amounted to \$802,684 and consisted of \$451,240 chargeable to real estate, \$384,408 chargeable to construction equipment and \$43,387 chargeable to office equipment, furniture and fixtures. There was a reduction of \$76,351 in marine assets due to the derrick boat, *Foundation Shipshaw*, being lost at sea during a severe storm. The loss was fully covered by insurance.

The Company's expansion during the year made it necessary to again increase our investment in real estate. Included in this were a new office building in Sudbury, Ont., a new warehouse and office building at Dorval, P.Q., the purchase of land and the construction of an office and warehouse at Regina, Sask., and at Morrisburg, Ont. The purchase was also made of land at Massena, N.Y., suitable for an office and storage yard.

No extraordinary purchases of construction equipment were made during the year but, in the very near future, your Company will be faced with the need to purchase considerable construction and marine equipment.

During the year dividends amounting to \$314,277 were paid to the holders of the 441,151 outstanding shares of the Company.

---

## CONSTRUCTION OPERATIONS

The construction industry in Canada has been buoyant during the past year, the volume of contracts awarded being approximately seven per cent above that of the year 1953. The development of the country's natural resources continues to be an important factor in construction activity and, in general, competition has been much keener due to the influx of foreign contractors.

The volume of construction completed by your Company during the year was very close to the amount for the previous year. All departments and districts were fully engaged.

Major building construction secured during the year consisted of office buildings, government and institutional buildings, schools, manufacturing and warehousing plants, breweries and boiler plants. Various merchandising developments were constructed which included a number of buildings in different cities for the same owner.

Heavy engineering construction carried out included wharf structures in three of the major ports of Eastern Canada, mining and smelting structures, a lighthouse and other submarine work in the St. Lawrence River.

The mechanical installation department has continued to expand and it now plays an important part in your Company's activities. Work was carried out in the fields of pulp and paper, mining, metallurgy and atomic energy.

During the year a new permanent building was constructed to house the district office at Sudbury, Ont., and to replace a temporary wooden building that unfortunately had been destroyed by fire.

Because of increasing demand for your Company's services in the area, your Company opened an office in Calgary, Alta., and an encouraging volume of work has been secured there since the office opened.

In the early part of the year, Iroquois Constructors Limited was incorporated with head office in Toronto and with an Ontario charter. The shares of this company are owned by a group of the leading Canadian-controlled contractors, including your Company. Iroquois tendered on work for both the Hydro-Electric Power Commission of Ontario and the St. Lawrence Seaway Authority and recently secured the contract, let by the Seaway Authority, for the Iroquois Canal and Lock.

The volume of uncompleted construction work on the books of the Company at the end of the year showed improvement over that of the previous year. All factors point to a good construction year in 1955.

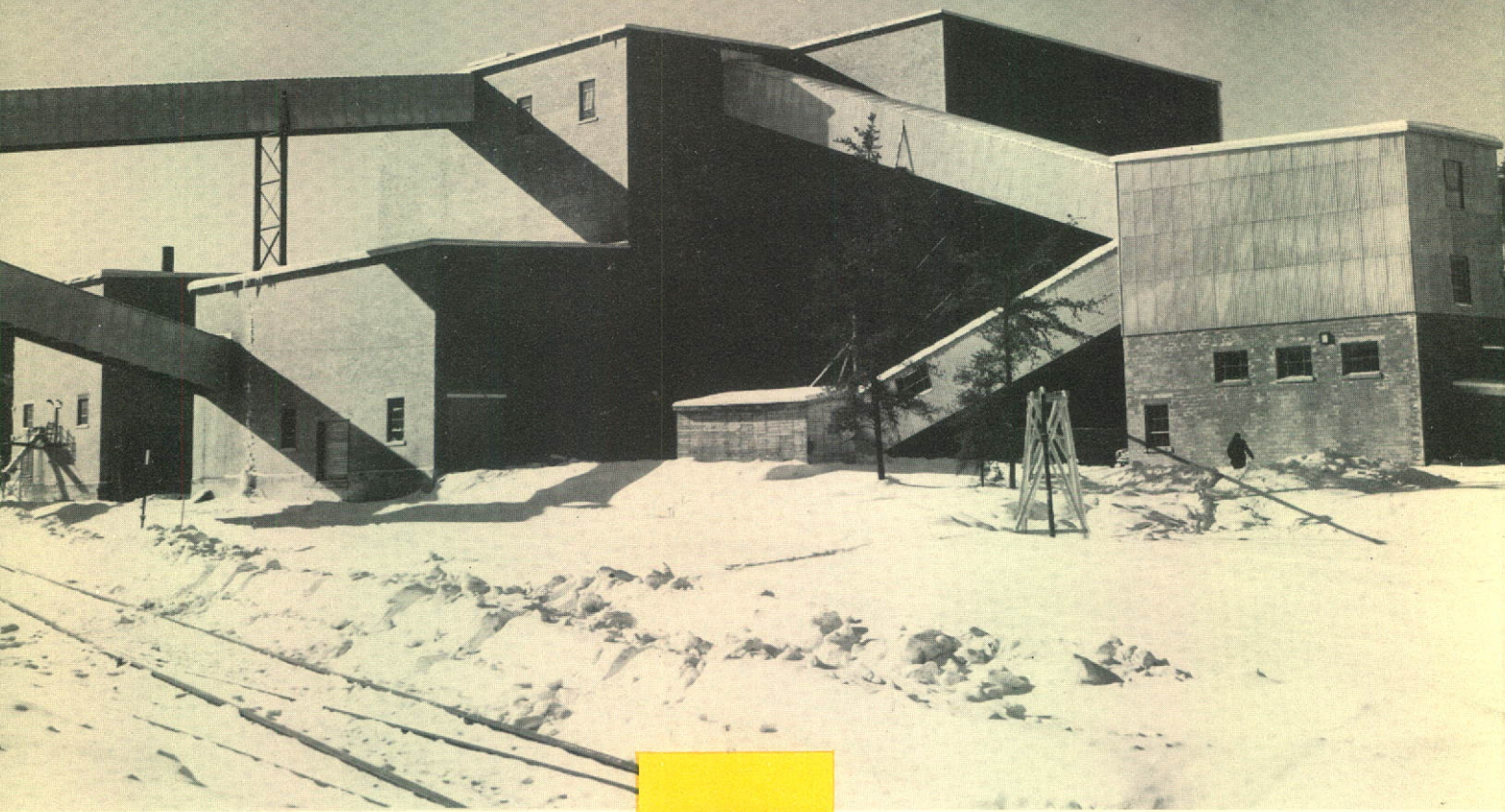
Construction costs have latterly become stabilized by improvement in the availability of materials and by technical progress in methods and materials. This stabilizing of costs is tending to increase the demand for construction services.

---

## ENGINEERING SERVICES

Foundation of Canada Engineering Corporation Limited, using the abbreviated name of FENCO, has had a busy year and has completed the design of many important engineering projects, usually in co-operation with the engineering personnel of its various clients. Some one hundred and





Above: Mill and crusher buildings for Falconbridge Nickel Mines Limited, Levack, Ontario. Design by Foundation of Canada Engineering Corporation Limited. Owners' Chief Engineer: R. Gill.



Below: Bridge over Shubenacadie River, Milford, N.S., for National Gypsum Company (Canada) Limited. Consulting Engineers: General Engineering Company.





fifteen expert engineers and technicians work in modern offices in both Toronto and Montreal. These staffs have special skills in mining, metallurgy, pulp and paper and hydraulic engineering, manufacturing entailing the processing of materials, bridges, wharves and docks, throughways and like structures.

During the year and indicative of the variety of work dealt with, FENCO has completed designs for a copper smelter in Gaspé, a crushing, concentrating and drying plant in Ontario for processing nickel ore, an oil wharf in Halifax Harbour, car ferry terminals in Vancouver and Nanaimo, B.C., two steel bridges on the Trans-Canada Highway, one on the new through highway between Toronto and Montreal and one crossing the Don Valley. In addition, FENCO has dealt with many industrial, manufacturing and food-processing projects, including the structural, process, mechanical and electrical design.

FENCO is prepared to undertake design as well as design-and-build work in conjunction with its parent company. There has proved to be a very definite demand in this field for the services offered by FENCO, backed by Foundation's broad experience acquired during the past forty-five years.

---

#### M A R I N E   S E R V I C E S

Your Company's marine construction fleet had a busy year and all harbour tugs and derrick boats were actively engaged throughout the season.

Your harbour tugs continued to serve the Ports of Halifax and Port Alfred, P.Q. During the latter part of the St. Lawrence River season of navigation, a tug was stationed at Seven Islands, P.Q., to serve the iron ore carriers using that port. It is expected that this port will grow in importance and your Company proposes, in 1955, to place a larger tug there in anticipation of increased tonnage. Your principal salvage vessel, *Foundation Josephine II*, was stationed in the St. Lawrence River in the summer and on the Atlantic Coast during the winter. In all, your salvage tugs successfully salvaged nineteen vessels of various nationalities including British, American, German, Dutch, Liberian, Panamanian and Swedish. While the number of vessels salvaged was approximately the same as the previous year, the gross tonnage saved was fifty per cent less. The 1,600 H.P. ocean-going salvage tug, *Foundation Frances*, was operated on a stand-by basis only, except when your larger salvage tug was going through her annual refit or was busy elsewhere.

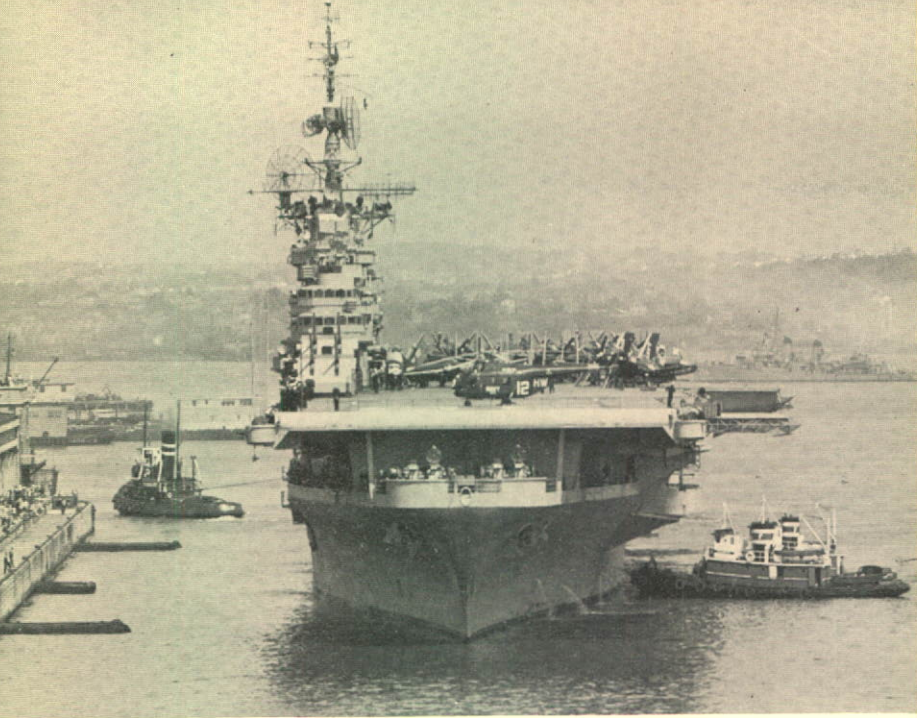
Your Company's salvage and ocean-going tugs completed ten ocean towing jobs and two escort assignments in connection with casualties at sea.

---

#### E Q U I P M E N T   S A L E S   A N D   S E R V I C E S

Considerable expansion has taken place in the facilities offered by Construction Equipment Co. Limited, a wholly-owned subsidiary, with offices and plants in Halifax and Liverpool, N.S., Montreal and Dorval, P.Q., Morrisburg, Toronto and London, Ont., Regina, Sask., Calgary and Edmonton, Alta., and Vancouver, B.C. During the year leased premises were acquired at Liverpool, Calgary





Three F.M.L. tugs ease the U.S.S. Antietam into her berth in Halifax Harbour. Photo by Crosby, Halifax.

Foundation Maritime Limited property in Halifax. New accommodation building, which is control centre for all docking tug operations in Halifax Harbour, is seen at right.

Freighter which ran ashore was pulled off her rocky berth by deep-sea rescue tug and salvage vessel Foundation Josephine II.





and Vancouver. Land was purchased at Morrisburg and Regina and suitable buildings have been or are in the process of being erected.

A new combined head office and district office on Cote de Liesse Road at Dorval will be ready for occupancy early in 1955. This structure, along with a newly-completed large service building, will permit the complete integration of this company's Quebec business at one central location. The existing head office building and warehouse in the City of Montreal became inadequate and the centralization of the office, yards and warehouses will result in greater efficiency and economy.

This company had a successful year and an increase in volume of business and profit.

---

#### GENERAL SERVICES

Geocon Ltd, formerly Gunite and Waterproofing Limited, a wholly-owned subsidiary of your Company, is continuing to widen its scope beyond its original, principal business of gunite application and like work.

The soil investigation division of your Company is now operating as a department of this company with offices in Montreal and Toronto.

The pre-engineered steel building division has had a satisfactory year in the sale and erection of prefabricated buildings.

---

#### CHEMIEBAU CANADA LIMITED

Chemiebau Canada Limited has been organized by your Company and other Canadian interests to design and build plants for the production of chemicals, notably sulphuric and hydrochloric acid, soda ash and caustic soda, by the patented processes of Dr. A. Zieren, G.M.B.H., of Niedermarsberg, Germany.

---

#### UNITED STATES SUBSIDIARY COMPANY

Atlantic Tug and Equipment Company Inc. of Syracuse and Utica, N.Y., has continued to grow. During the year a branch office and yard at Albany, N.Y., were set up on leased premises. Land was purchased at Massena, N.Y., suitable for an office and yard, and this branch will commence operations in 1955. The increased business from the St. Lawrence Seaway area on the United States side of the border has prompted this move. This company's operations are not included in the Consolidated Balance Sheet.

---

#### DIRECTORS

In May 1954, William Zimmerman, Q.C., of Toronto, was elected a director of The Foundation Company of Canada Limited. Mr. Zimmerman has wide interests in Canada and is the senior member of the legal firm of Zimmerman, Haywood and Turville.



Foundation of Canada Engineering Corporation Limited has added two outstanding Canadian engineers to its board, Robert M. Hardy, B.Sc., M.Sc., Dean of Engineering of the University of Alberta and widely known in Canada as a consulting engineer, and Lloyd M. Pidgeon, B.A., B.Sc., M.Sc., Ph.D., M.B.E., internationally known metallurgist and head of the Department of Metallurgical Engineering of the University of Toronto.

Your Company considers itself most fortunate to have these outstanding Canadians added to its boards of directors.

---

## P E R S O N N E L

Mr. R. E. Chadwick, Chairman of the Board and Chairman and President of Foundation of Canada Engineering Corporation Limited, was signally honoured by receiving the Julian C. Smith Memorial Medal from The Engineering Institute of Canada "for achievement in the development of Canada". It is gratifying to see the life-long accomplishments of one of Canada's great engineers so recognized.

On March 1, 1954, Mr. Donald H. McLaren resigned as a vice-president of The Foundation Company of Ontario Limited to assume, temporarily, the office of Chief Engineer of Defence Construction (1951) Limited. This is the second time that an officer of your Company has been called to Ottawa and has filled with distinction the office of Chief Engineer of this important department of the Government which is entrusted with Canada's huge defence program.

The success of your Company is the result of the co-operation and the teamwork of its personnel. The spirit and good will that permeate the whole organization have made the past year an outstanding one. The Directors take great pleasure in expressing their thanks to all the staff for the results they have achieved.

Montreal, March 2, 1955



President and General Manager



C O N S O L I D A T E D  
*Balance Sheet*  
 D E C E M B E R 3 1 , 1 9 5 4

**ASSETS**

**CURRENT ASSETS:**

Cash . . . . .		\$ 631,551	
Deposits on contracts . . . . .		337,211	
Government of Canada bonds at cost (quoted value \$540,379) \$448,500 deposited as guarantee of Government contracts . . . . .		528,410	
Accounts receivable, less allowance for doubtful accounts \$87,363 . . . .		8,657,133	
Contract costs, less progress billings . . . . .		777,269	
Merchandise, tools and supplies, valued at the lower of cost or market . .		1,727,231	
Prepaid expenses . . . . .		28,951	
			\$12,687,756

**CAPITAL ASSETS, at cost:**

Land . . . . .		\$ 311,446	
Buildings and wharves . . . . .	\$1,806,825		
Construction equipment . . . . .	4,692,464		
Marine equipment . . . . .	1,239,775		
Furniture and fixtures . . . . .	260,197		
	\$7,999,261		
Deduct: Accumulated allowance for depreciation . . . . .	5,148,040		
		2,851,221	
Goodwill . . . . .		1	3,162,668

**OTHER ASSETS:**

Long-term advances (secured), of which \$28,900 represents balance of mortgage loans made to directors and officers . . . . .		\$ 89,225	
Subsidiary company not consolidated —			
Investment, at cost . . . . .	\$ 252,640		
Advances . . . . .	70,000		
		322,640	
			411,865
			\$16,262,289

TO THE SHAREHOLDERS,  
 THE FOUNDATION COMPANY OF CANADA LIMITED:

We have examined the consolidated balance sheet of The Foundation Company of Canada Limited and its wholly-owned Canadian subsidiary companies as at December 31, 1954 and the related consolidated statement of profit and loss and earned surplus for the year then ended, and have obtained all the information and explanations which we required. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion, the above consolidated balance sheet and related consolidated statement of profit and loss and earned surplus are properly drawn up so as to exhibit a true and correct view of the state of the combined affairs of the companies as at December 31, 1954 and the results of their operations for the year then ended, according to the best of our information and the explanations given to us and as shown by the books of the companies.

We report that the operations of the subsidiary company not consolidated resulted in a profit which has not been reflected in the above accounts, but has been carried forward on the books of the subsidiary company.

MONTREAL, February 28, 1955.

PRICE WATERHOUSE & CO.,  
 Auditors.



# THE FOUNDATION COMPANY OF CANADA LIMITED

AND WHOLLY-OWNED CANADIAN SUBSIDIARY COMPANIES

## LIABILITIES

### CURRENT LIABILITIES:

Bank loans . . . . .	\$ 2,016,000	
Accounts payable and accrued liabilities . . . . .	5,315,921	
Dividend payable January 21, 1955 . . . . .	77,201	
Estimated income taxes payable . . . . .	386,075	
3½% Serial debentures due February 1, 1955 . . . . .	250,000	
		\$ 8,045,197

PROGRESS BILLINGS ON CONTRACTS, LESS COSTS. 475,019

### 3½% SERIAL DEBENTURES:

Maturing in equal annual instalments 1956 to 1959 . . . . . 1,000,000

### RESERVES:

Marine and fire insurance . . . . .	\$ 84,989	
Guarantees . . . . .	125,971	
Employees' additional pensions . . . . .	200,000	
		410,960

### CAPITAL STOCK AND SURPLUS:

Capital stock (Note 1) —		
Authorized — 600,000 common shares of no par value.		
Issued — 441,151 shares . . . . .	\$ 1,780,826	
Earned surplus, per statement attached . . . . .	4,550,287	
		6,331,113

### COMMITMENTS AND CONTINGENT LIABILITIES (Notes 2 and 3)

\$16,262,289

**NOTE 1—Employees' Stock Plan:** Under the company's Employees' Incentive Stock Option Plan, 50,000 of its unissued shares were set aside to satisfy purchase-options to be granted to selected officers and employees. Up to December 31, 1954, options expiring December 31, 1959 have been granted for 40,600 in aggregate of these shares of which 12,751 shares were issued during 1954 for \$170,826.

**NOTE 2—Commitments:** At December 31, 1954 the company had a commitment to supply funds up to a maximum amount of \$1,230,000 if and as required from time to time, to an associated company by subscription to its capital stock or otherwise.

**NOTE 3—Contingent Liabilities:** Guarantee of loans of the United States subsidiary company — \$278,750 (U.S.)  
Guarantee of balances owing by customers on conditional sales agreements and other instalment sales — \$903,342.

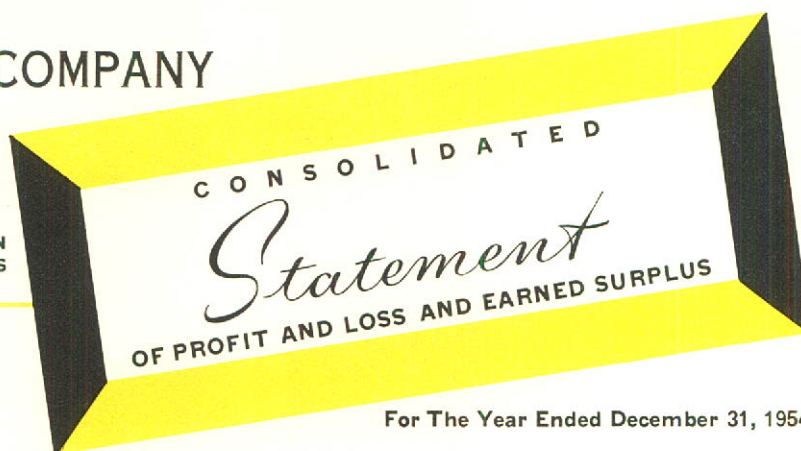
**Signed on behalf of the Board:**

R. E. CHADWICK }  
L. J. MCGOWAN } Directors.



THE FOUNDATION COMPANY  
OF CANADA  
LIMITED

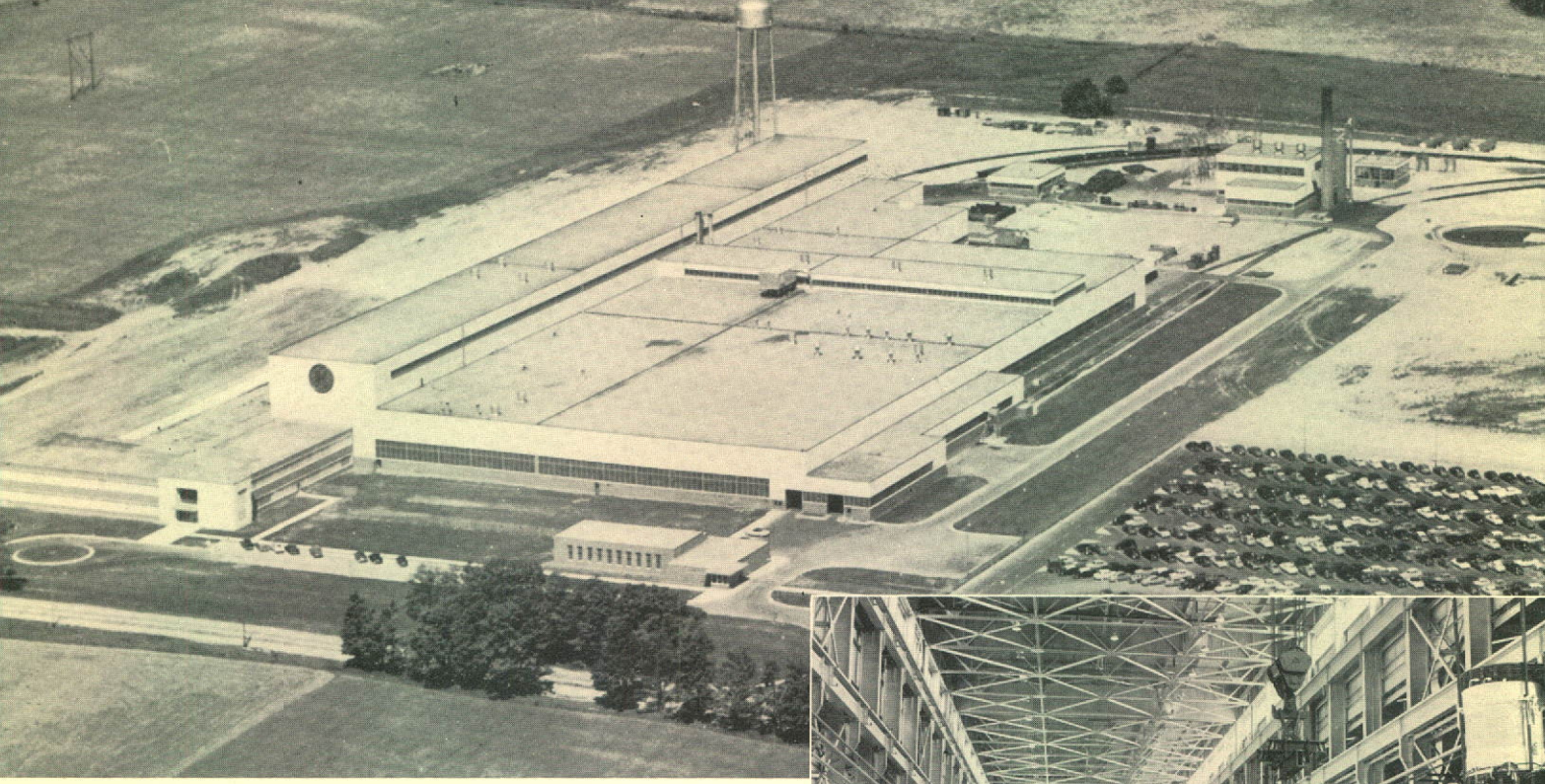
AND WHOLLY-OWNED CANADIAN  
SUBSIDIARY COMPANIES



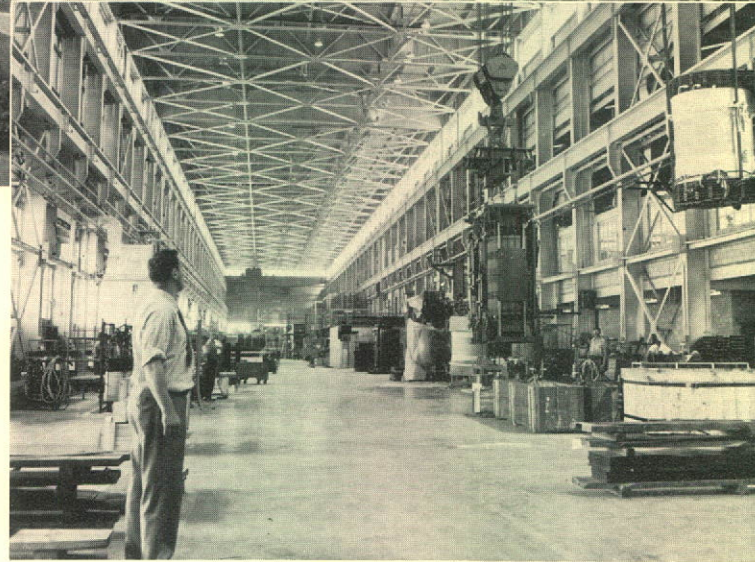
For The Year Ended December 31, 1954

Operating profit for the year before taking into account the items shown below . . . . .	\$2,607,773	
Net gain on disposal of capital assets . . . . .	181,443	
Income from investments . . . . .	21,313	
	<hr/>	\$2,810,529
<b>DEDUCT:</b>		
Executive officers' remuneration . . . . .	\$ 207,250	
Directors' fees . . . . .	7,877	
Legal expenses . . . . .	7,547	
Company's contribution to pension plan . . . . .	70,913	
Allowance for depreciation . . . . .	678,111	
Interest on debentures . . . . .	44,479	
	<hr/>	1,016,177
Profit before providing for income taxes . . . . .		\$1,794,352
Provision for income taxes . . . . .		820,000
Profit for the year . . . . .		<hr/> \$ 974,352
Earned surplus at December 31, 1953 . . . . .	\$3,870,212	
Capital surplus re cancellation of subsidiary's preferred stock, transferred	20,000	
	<hr/>	3,890,212
		<hr/> \$4,864,564
Dividends aggregating 72½ cents per share . . . . .		314,277
Earned surplus at December 31, 1954 . . . . .		<hr/> <hr/> \$4,550,287

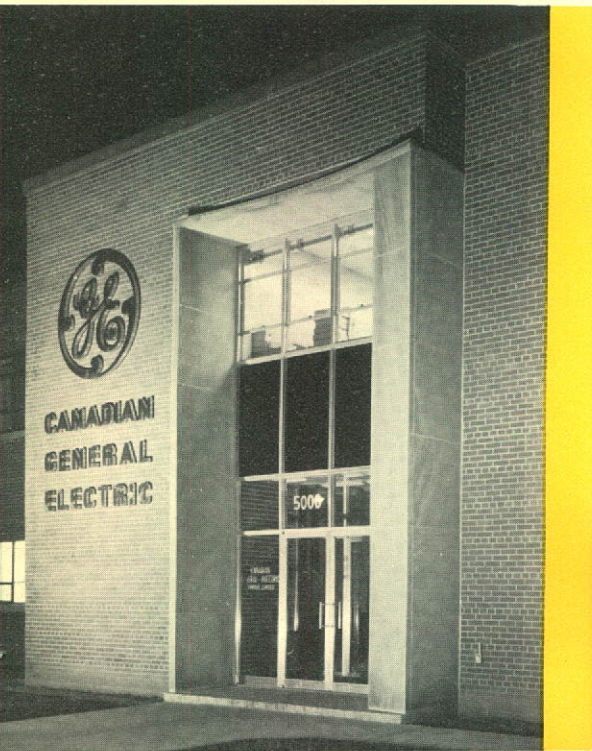




Above: Canada's largest transformer plant for Canadian General Electric Company Limited, Guelph, Ontario. Consulting Engineers: Proctor, Redfern & Laughlin. Associate Architects: Sproatt & Rolph.



Main assembly bay in C.G.E. Guelph plant.

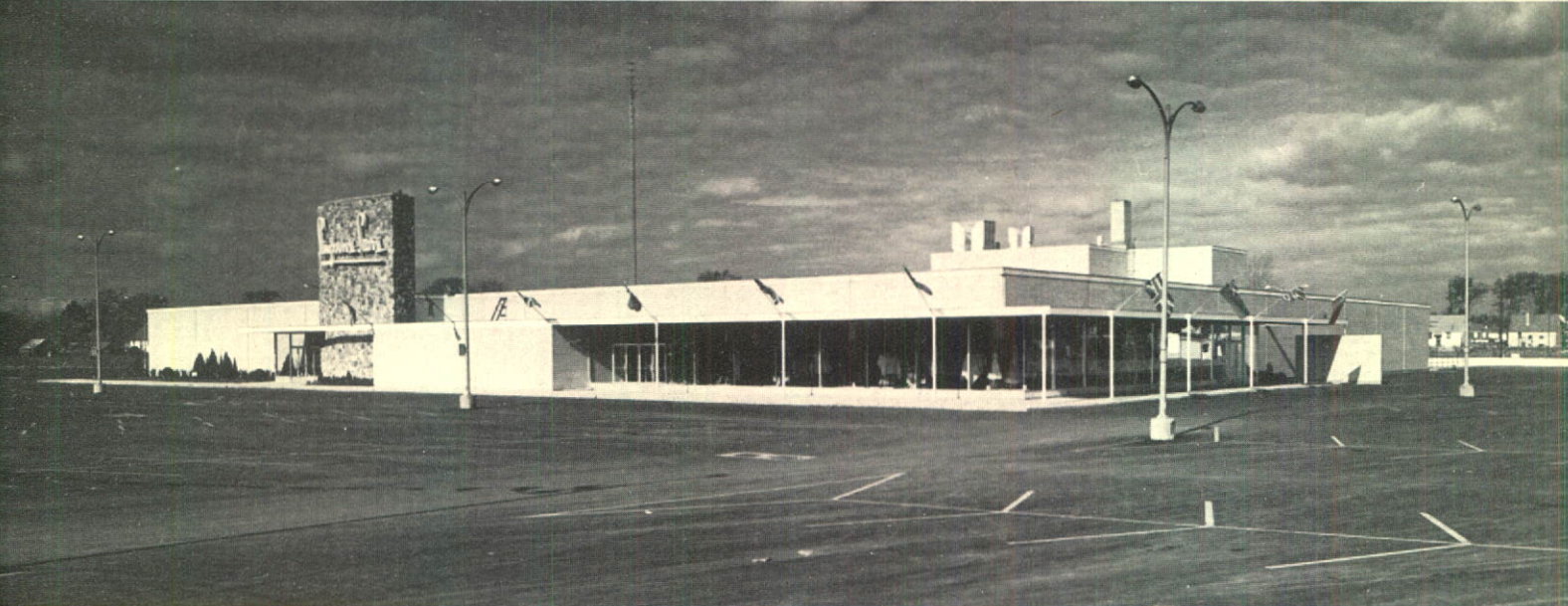


Main entrance to C.G.E. office in Montreal.

Below: Warehouse and office building for Canadian General Electric Company Limited in Montreal. Structural design by Foundation of Canada Engineering Corporation Limited. Architects: Fetherstonhaugh, Durnford, Bolton & Chadwick.







Three department stores for Simpson-Sears Limited in Ontario. Top: Hamilton. Centre: Sarnia. Bottom: Peterborough. Architects: John B. Parkin Associates.





Plant and office building for Continental Can Company of Canada Limited, Calgary, Alberta. Architects: Rule, Wynn & Rule.



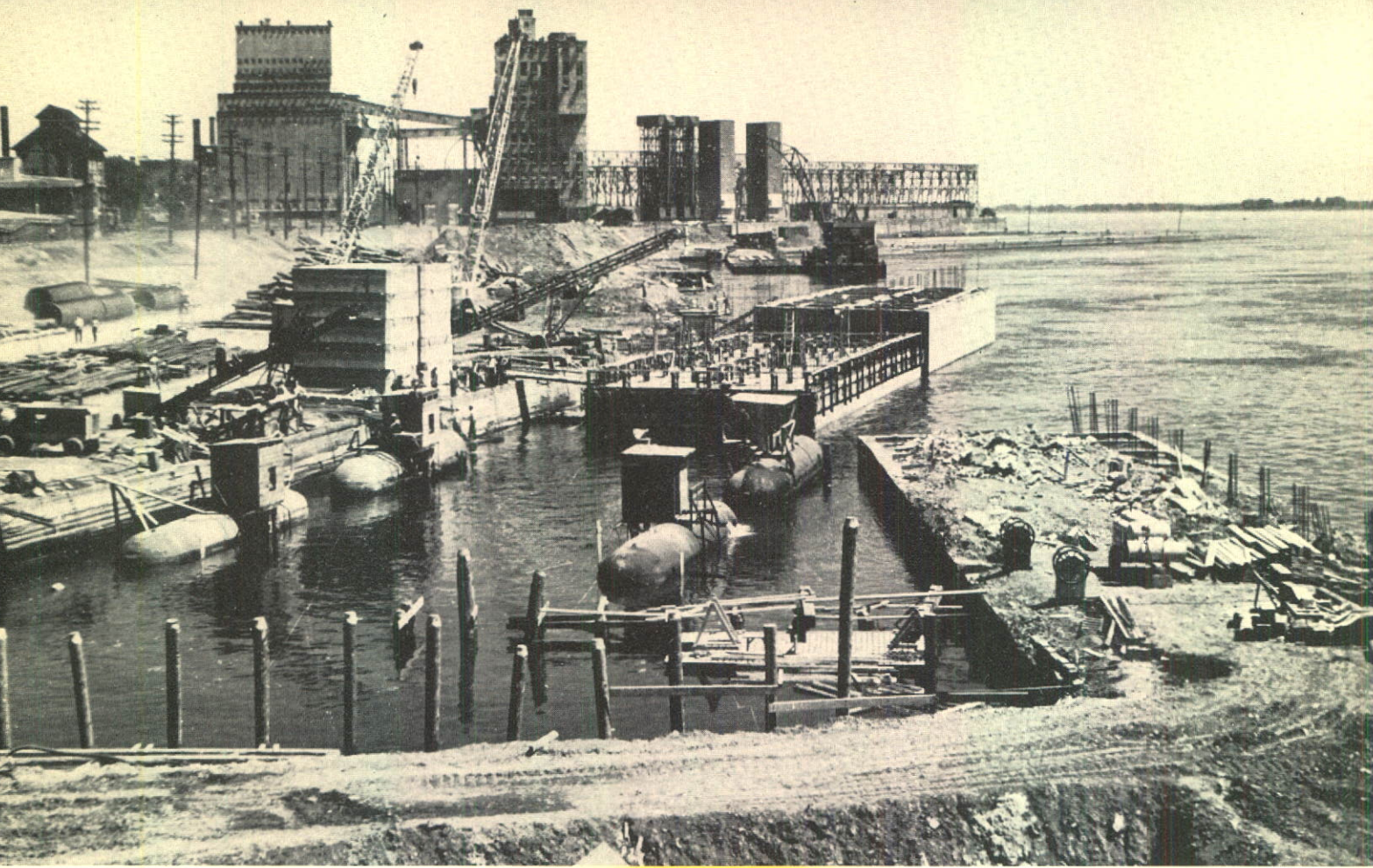
Converting plant for Hinde & Dauch Paper Company of Canada Limited built by Foundation at Etobicoke, Ontario. Design by Foundation of Canada Engineering Corporation Limited. Architects: Sproatt & Rolph.



Aircraft manufacturing plant for The DeHavilland Aircraft of Canada Limited, Downsview, Ontario. Engineers: Shepherd & Powell.

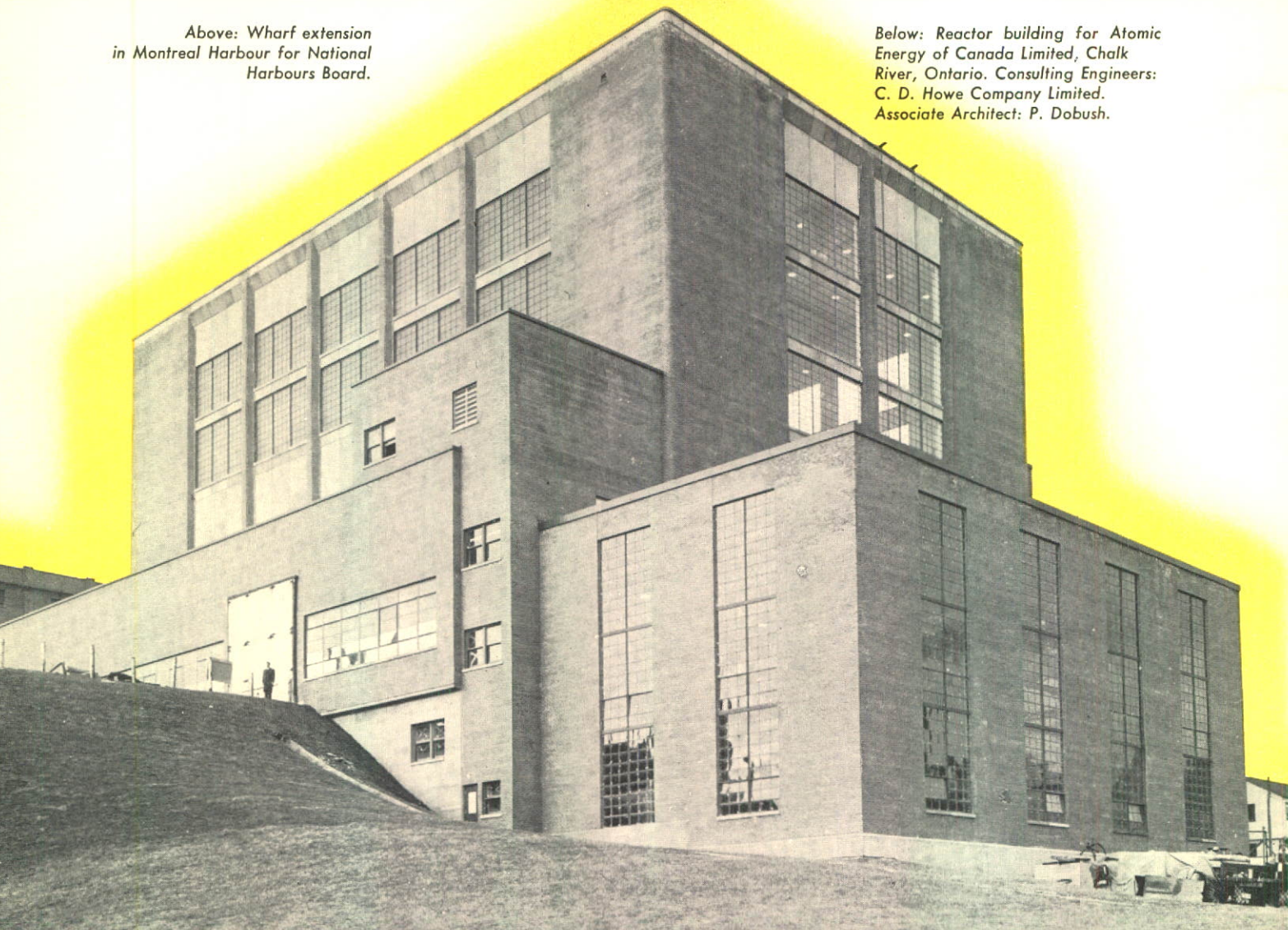






Above: Wharf extension  
in Montreal Harbour for National  
Harbours Board.

Below: Reactor building for Atomic  
Energy of Canada Limited, Chalk  
River, Ontario. Consulting Engineers:  
C. D. Howe Company Limited.  
Associate Architect: P. Dobush.

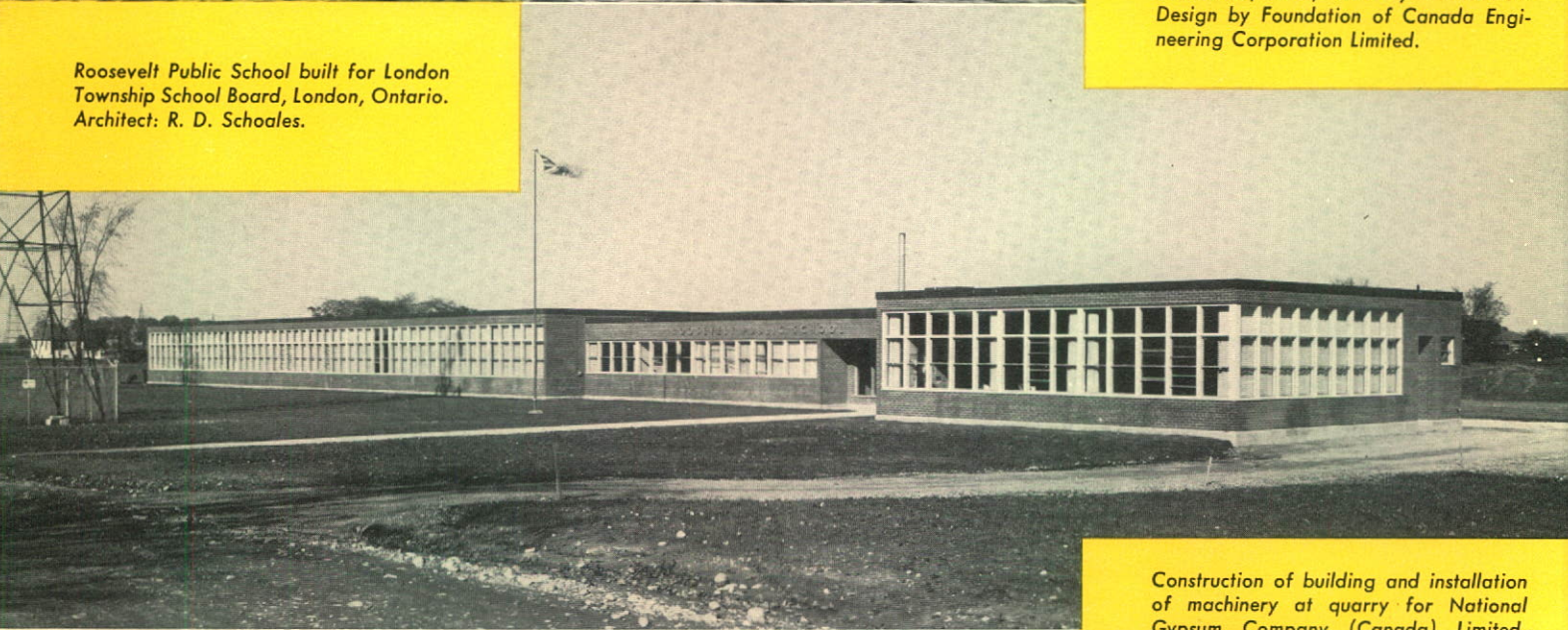






280 ft. wharf and 500 ft. approach trestle for Irving Oil Company Limited, Woodside, N.S., built by Foundation. Design by Foundation of Canada Engineering Corporation Limited.

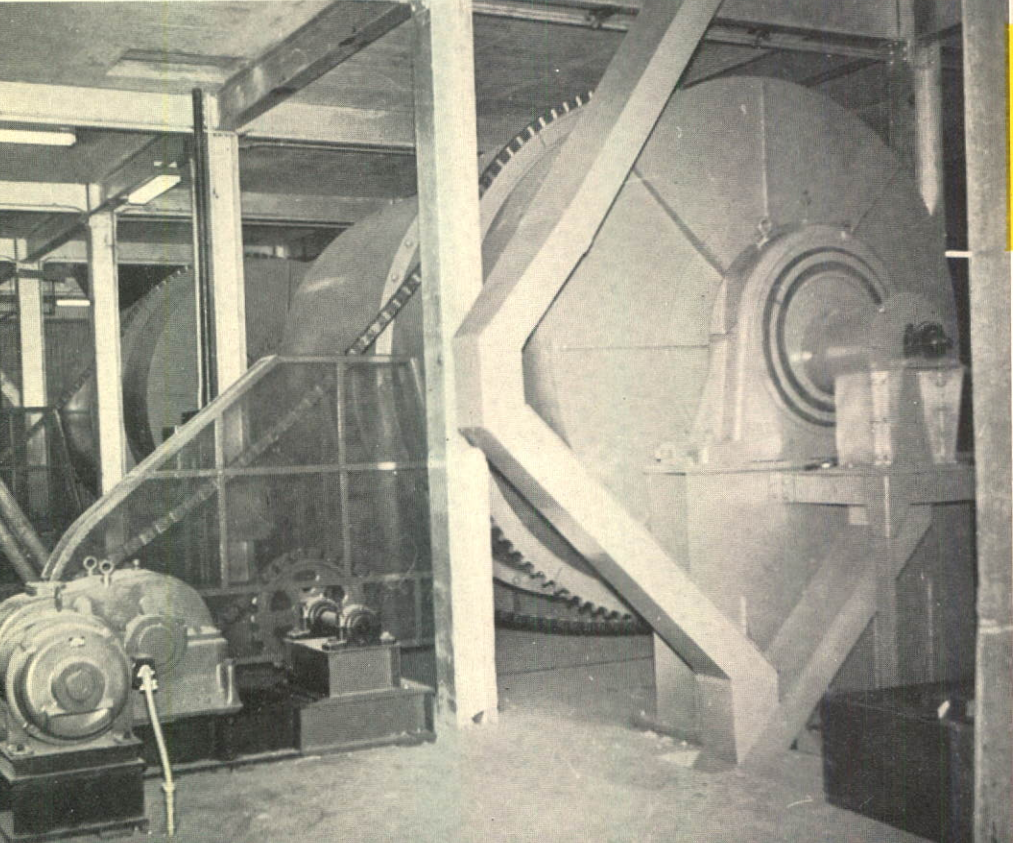
Roosevelt Public School built for London Township School Board, London, Ontario. Architect: R. D. Schoales.



Construction of building and installation of machinery at quarry for National Gypsum Company (Canada) Limited, Milford, N.S. Consulting Engineers: General Engineering Company.



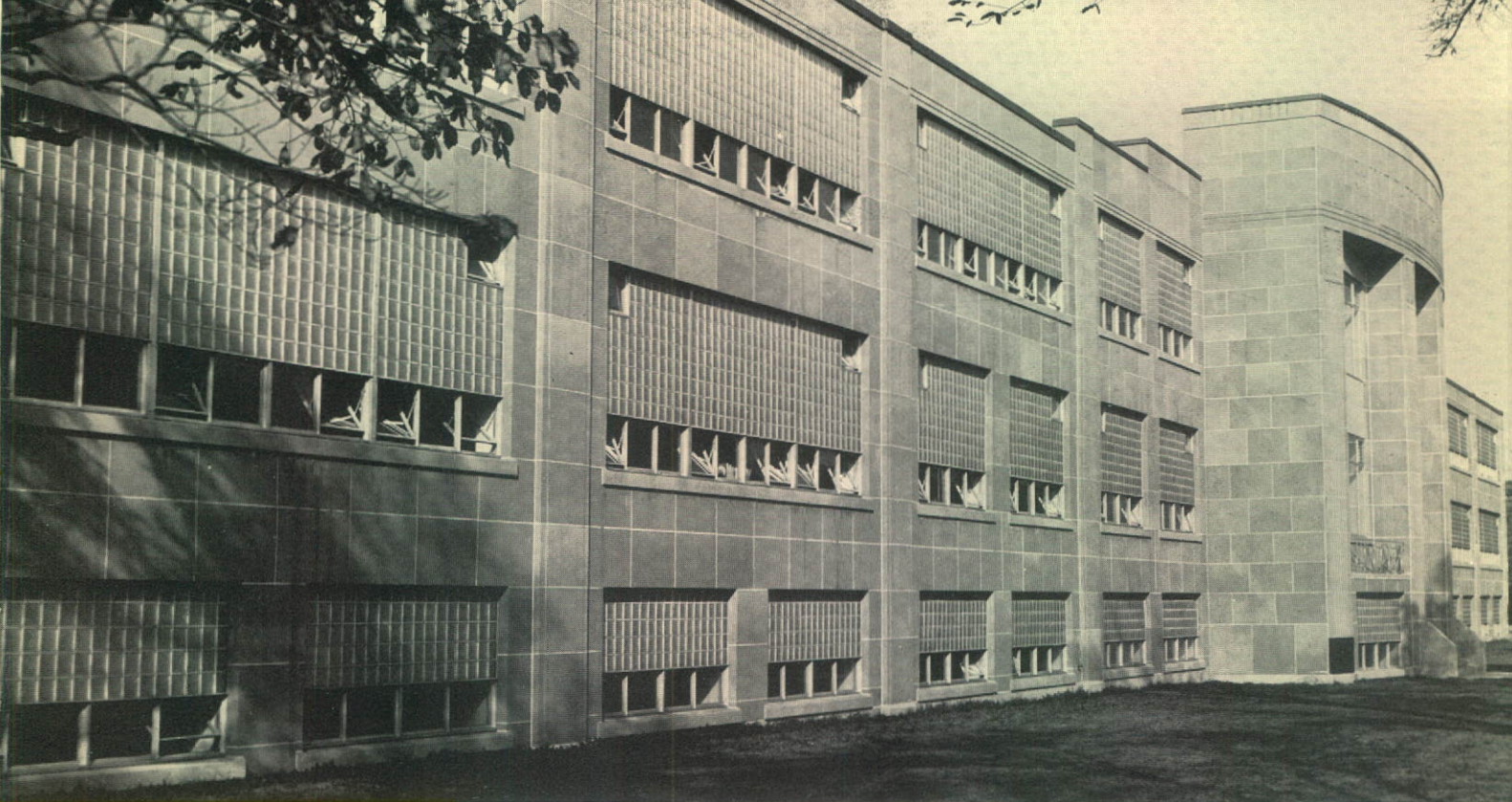




*Two 50 ft. x 114 ft. reinforced concrete silos built for Canada Cement Company Limited, Montreal. Owners' Chief Engineer: H. B. Howe.*

*Portion of mechanical, sheet metal and electrical installations in twelve-storey mill for Canadian Johns-Manville Company Limited, Asbestos, Quebec. Consulting Engineers: Surveyer, Nenniger & Chenevert.*





*St. Patrick's High School, Halifax, N.S., built for Board of School Commissioners for City of Halifax. Architects: Downie, Baker & Ahern.*

*Engineering building for The Hydro-Electric Power Commission of Ontario, Toronto. Architects: Sproatt & Rolph.*







# THE FOUNDATION COMPANY OF CANADA LIMITED

HEAD OFFICE :  
FOUNDATION BUILDING, 1900 SHERBROOKE ST. WEST, MONTREAL

## BRANCH OFFICES

166 Douglas Street  
Sudbury

Foundation Building  
1220 Bay Street  
Toronto

603 Clarke Sideroad  
London

1302 - 11th Ave. S.W.  
Calgary

## BOARD OF DIRECTORS

R. P. Bell, O.B.E.  
A. R. Chadwick  
R. E. Chadwick

V. M. Drury  
W. F. Macklaier, Q.C.  
L. J. McGowan  
W. Zimmerman, Q.C.

F. G. Rutley  
J. A. Scythes  
T. R. McLagan, O.B.E.

## EXECUTIVE OFFICERS

R. E. Chadwick, Chairman of the Board  
V. M. Drury, Vice-President  
H. C. Link, Treasurer  
S. A. MacLeod, Asst. Secretary-Treasurer

F. G. Rutley, President and General Manager  
L. J. McGowan, Vice-President and Asst. General Manager  
J. R. Mills, Secretary  
R. J. Lawson, Asst. Secretary-Treasurer

## OPERATING STAFF

A. R. Thomson, Vice-President  
W. Griesbach, B.Sc., Chief Engineer  
F. P. Gahagan, Division Manager, Construction, Toronto  
F. W. Maund, District Manager, Sudbury  
D. J. Watkins, District Manager, London  
B. D. McDermott, B.Sc., District Manager, Montreal  
R. J. Griesbach, B.Sc., Division Engineer, Toronto  
S. Brenegan, General Mechanical Superintendent  
E. Dinkla, General Superintendent,  
Heavy Construction

R. F. Shaw, B.Eng., Vice-President  
J. F. Masterson, Manager, Special Projects, Montreal  
L. H. Rowe, Asst. Division Manager, Construction, Toronto  
J. Lockett, District Manager, Toronto  
P. R. Anderson, B.Sc., District Manager, Calgary  
J. F. Benjafield, B.Sc., District Superintendent, Montreal  
K. Pullerits, P.Eng., Asst. Chief Engineer  
D. Tamney, Asst. General Mechanical Superintendent  
D. L. Mackinnon, M.Sc., Asst. General Superintendent,  
Paper Mill Construction

# THE FOUNDATION COMPANY OF ONTARIO LIMITED

FOUNDATION BUILDING, 1220 BAY STREET, TORONTO

L. J. McGowan, President and General Manager  
H. C. Link, Treasurer  
R. J. Lawson, Secretary



# FENCO

## FOUNDATION OF CANADA ENGINEERING CORPORATION LIMITED

200 BLOOR ST. EAST, TORONTO  
1980 SHERBROOKE ST. WEST, MONTREAL

### BOARD OF DIRECTORS

R. P. Bell, B.A., D.C.L., O.B.E.  
R. E. Chadwick  
V. M. Drury

R. M. Hardy, M.Sc.  
L. J. McGowan  
L. M. Pidgeon, M.Sc., Ph.D., M.B.E.

F. G. Rutley, B.A.Sc.  
J. A. Scythes  
R. F. Shaw, B.Eng.

### EXECUTIVE OFFICERS

R. E. Chadwick, Chairman and President  
J. A. Scythes, Vice-President  
W. J. Daly, Secretary and Treasurer

### TORONTO MONTREAL

W. E. Hickey, B.Sc., B.E., M.E.I.C., Vice-President  
R. W. Crudge, B.Sc., B.E., Vice-President  
Norman D. Lea, M.Sc., M.E.I.C., Asst. to the Vice-President  
A. H. Thompson, B.A., B.E., M.E.I.C., Asst. Chief Mech. Eng.  
H. W. H. Casperd, B.Sc., Senior Project Engineer  
I. F. Ronalds, B.Sc., Senior Project Engineer  
E. J. Bartley, B.A.Sc., M.E.I.C., A.A.I.E.E., A.I.E.S., Supervising Elec. Eng.  
H. W. Miles, M.A.S.H.V.E., Supervisor Mechanical Services  
H. E. P. Warren, B.Arch., M.R.A.I.C., Supervisor Industrial Design  
P. Wilshaw, Supervisor Reinforcing Detailing  
A. Zsolt, Dipl. Eng., Supervisor Structural Engineering  
E. F. McTaggart, Office Manager

Per Hall, B.Sc., M.E.I.C., A.S.C.E., Vice-President  
J. M. Thomas, B.Sc., M.E.I.C., Vice-President  
G. G. Leroux, B.Eng., M.E.I.C., Asst. to the Vice-President  
D. F. Murphy, B.Eng., M.E.I.C., Chief Structural Engineer  
L. R. Marengo, B.Sc., C.E., Senior Project Engineer  
A. Chmielenski, M.Sc., A.M.I.C.E., M.E.I.C., Project Engineer  
A. T. Jeffrey, B.A., Supervising Electrical Engineer  
G. G. Meyerhof, D.Sc., Ph.D., M.E.I.C., Supervising Engineer  
H. R. Kivisild, D.Eng., M.E.I.C., Hydraulic Engineer  
G. Grenier, B.Sc., M.E.I.C., Designing Engineer  
M. S. Troicki, D.Eng., M.E.I.C., Designing Engineer  
A. S. E. Duncan, B.Sc., M.E.I.C., Office Manager

## GEOCON LTD

6373 COTE DE LIESSE ROAD, DORVAL, QUEBEC

J. R. Mills, B.Eng., President  
A. G. Hyde, B.Eng., General Manager — Manager, Gunitite and Waterproofing Division  
J. Morgan, P.Eng., Manager, Geotechnical Division M. F. Rodger, Manager, Pre-Eng. Steel Building Division

## FOUNDATION MARITIME LIMITED

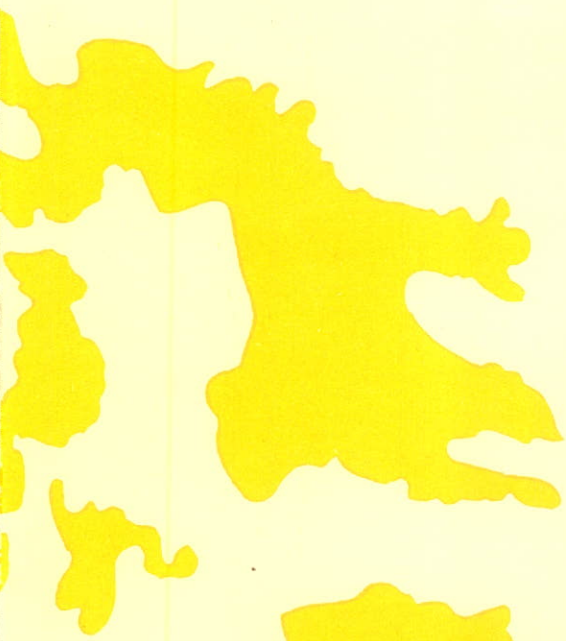
FOUNDATION BUILDING, 135 LOWER WATER ST., HALIFAX

F. G. Rutley, B.A.Sc., President  
A. G. Sullivan, Vice-President and General Manager  
H. C. Milroy, Secretary  
L. J. Barron, B.Eng., District Manager, Construction, Halifax  
Captain R. Featherstone, M.B.E., Salvage Superintendent  
M. R. Evans, B.Sc., Division Engineer

Transfer Agent  
Montreal Trust Company

Registrar  
The Royal Trust Company





Foundation London  
District office building.  
Architect: L. G. Bridgman.



FOUNDATION

*Atlantic Ocean*

*Hudson Bay*

*Ontario*

*James Bay*

*Quebec*

SEVEN ISLANDS F

*Labrador*

*Newfoundland*

ST. JOHN'S

GASPE  
RIMOUSKI

SYDNEY

PORT ALFRED F

*New Brunswick*

P.E.I.

*Nova Scotia*

HALIFAX

QUEBEC

4-5

LIVERPOOL

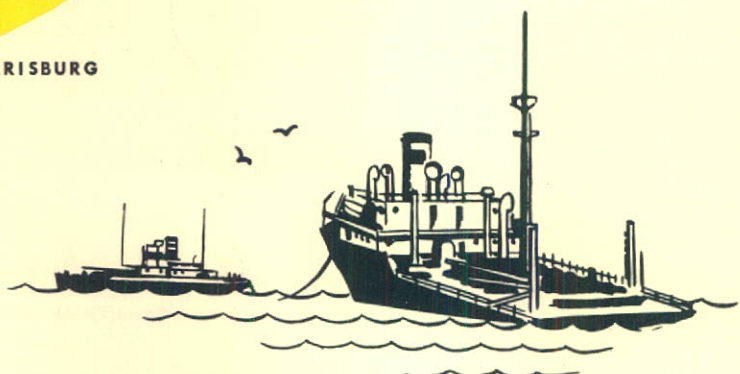
DORVAL 4-5  
1-3 MONTREAL

SUDBURY 1

MORRISBURG

3-4-5  
1 TORONTO

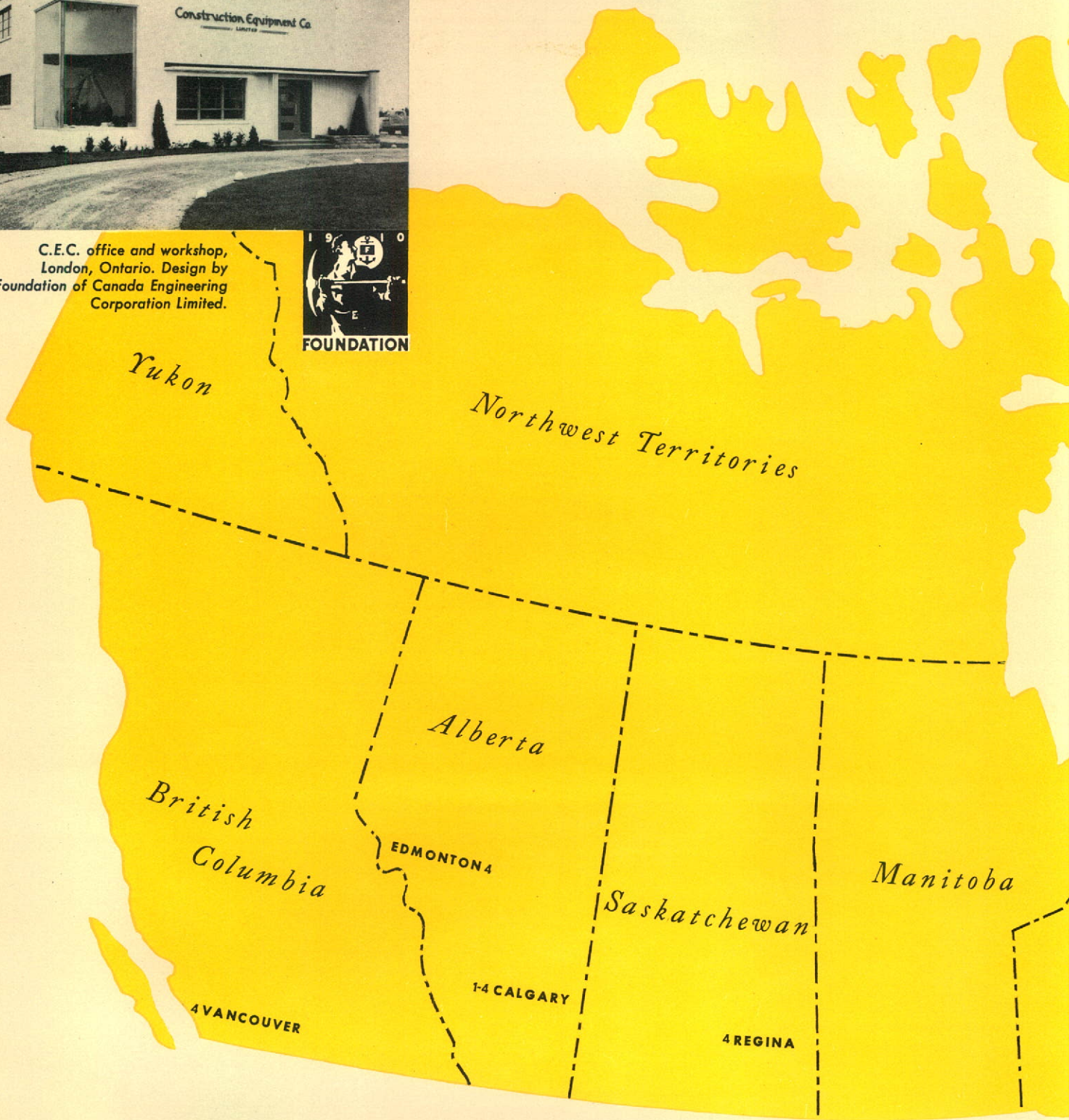
1-4 LONDON







C.E.C. office and workshop,  
London, Ontario. Design by  
Foundation of Canada Engineering  
Corporation Limited.



## Legend

- 1 THE FOUNDATION COMPANY OF CANADA LIMITED
- 2 FOUNDATION MARITIME LIMITED
- 3 FOUNDATION OF CANADA ENGINEERING CORPORATION LIMITED
- 4 CONSTRUCTION EQUIPMENT CO. LIMITED
- 5 GEOCON LTD

### ⚓ Salvage Stations

- HALIFAX, N.S.
- SYDNEY, N.S.
- ST. JOHN'S, NFLD.
- GASPE, QUE.
- RIMOUSKI, QUE.
- QUEBEC CITY, QUE.

### F Harbour Tug Service

- HALIFAX, N.S.
- SEVEN ISLANDS, QUE.
- PORT ALFRED, QUE.



