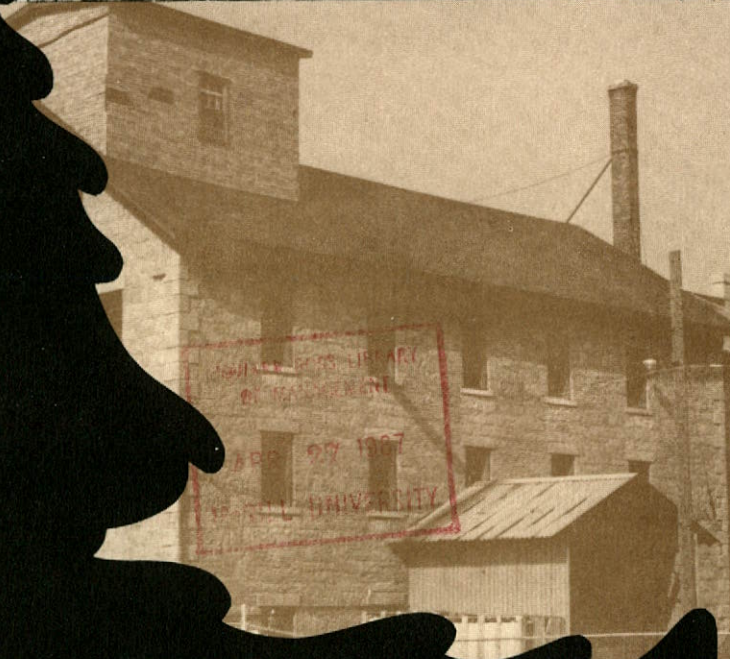
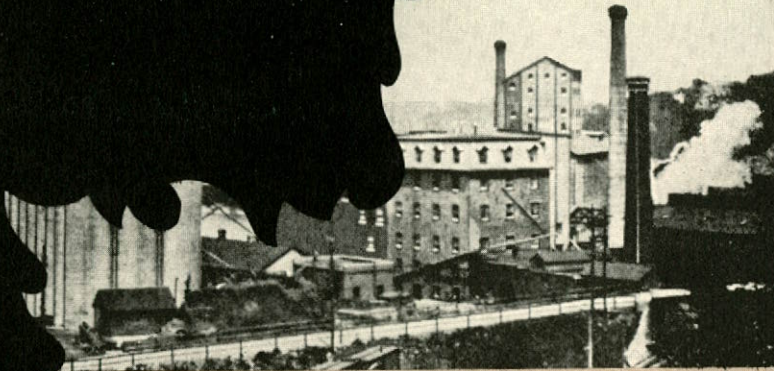


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# MAPLE LEAF MILLS

The company  
that grew  
with Canada







# MAPLE LEAF MILLS LIMITED

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## PROLOGUE

This is the story of a Canadian company that grew with this nation.

Canada itself has grown through its resources, not the least of which are the country's waterways. Mills, both lumber mills and flour mills, have played major roles in this development.

Generations of men and women of talent and determination built milling enterprises that, collectively, have become Maple Leaf Mills.

Today, Maple Leaf Mills is one of Canada's premier agribusiness corporations.

It is an organization of people, properties and policies which does more than mill grains of the earth. It is a nation-wide, diversified nutrition company that owes much to the free enterprisers who were pioneers in Canada's nineteenth century.

The story of Maple Leaf Mills begins — as indeed it continues — with industrious achievers.

## THE COVER

A maple leaf has long been central to the Maple Leaf Mills logo, although over the years its shape has changed. The cover depicts the maple leaf, left half, in its more graphic, older form while the right side is a stylized rendering, more typical of the form used today. Photos on the left side are (upper) the Purity Flour mill at Goderich, circa 1938, and (lower) the old mill at Thorold, built around 1846. Right side photos: a modern bread production line at a Corporate Foods plant (upper) and (lower) part of the massive new Maple Leaf Monarch vegetable oils complex at Windsor.

# Yesterday: Individual Enterprise

## 1836-1961

The lives and achievements of those who built Maple Leaf Mills personify the pioneering ambition and spirit of this country.

More than a century ago they were the settlers, the second and third generation Canadians who worked hard, lived simply and faced risks in order to create the commercial foundations of our nation.

From the Grantham Mills in St. Catharines, 1836, to the creation of the modern Maple Leaf Mills in 1961, these men moulded the building blocks.

Men such as Capt. James Norris... Sylvester Neelon... Hedley Shaw... Sir Douglas Cameron... Henry Brackman... David Ker... Senator Archibald Campbell... Gordon Leitch... James Playfair... James D. Norris.

This story of Maple Leaf Mills starts with Captain James Norris of St. Catharines, Ontario...

## CAPT. JAMES NORRIS

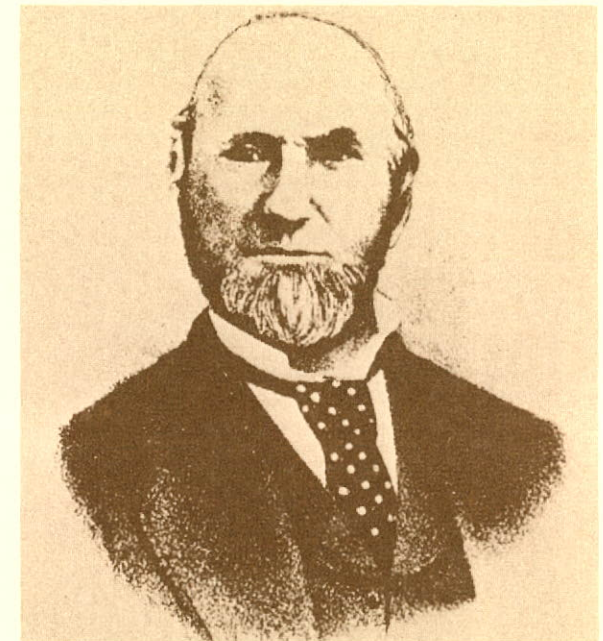
James Norris was born in Scotland in 1819, four years after another renowned Canadian builder, John A. Macdonald. Norris was one of the prominent early settlers of St. Catharines.

He emigrated to Canada with his parents in 1832 and the family settled on land in Caledon, some 60 miles northwest of Toronto. James was the eldest of the eight Norris children.

Life in Caledon, a wilderness when the Norris family arrived, was difficult. And, as was typical of

<p>on met in on Tues- arnbull of e call to there in lev. Mr. tion and ed. Rep- rogations that they way. It action til The Pres- ourses of d to sus- is ordin- charge of</p> <p>the We- e Union, ms every afternoon which ad- rence are s Christ- meets in evening extend a</p>	<h3>Death of Captain Norris.</h3> <p>The week closed has witnessed the death of one of the most popular and well known business men of the Niagara district. Captain James Norris of St. Catharines, the demise occurring on Saturday evening. Mr. Norris had been ailing for a long time from kidney complications, but had up for a couple of weeks since attended to his commercial duties. Although not entirely unexpected, death came with a shock to those who had known the man whose enterprise has done much to make St. Catharines what it is today, whose liberality was wide spread, and whose charity was unbounded. The funeral on Tuesday was a very large one, nearly all the prominent men of the district, and many from a distance, uniting to show a last token of respect. Thorold was well represented.</p> <p>Mr. Norris was born in Argyleshire (Scotland) in the year 1820, coming to this country and settling in Peel county in 1831. Six years after he came to St. Catharines, where for 14 years he followed the avocation of a</p>	<p>Mr. Persy the follow- evening Mrs. from her hon- nothing to do She did not open day. reported as placed little early yesterd- class, night-w- other man, to search warra- and made Swayze, Th- unsuccessful found. Mr. had taken o- Mrs. Swayze family are cr- ing the pers- The Post this (Friday and met Mr. briefly inform further devel- The family to settle wit-</p>
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From the St. Catharines Standard, 1891.



Capt. James Norris, from a line drawing circa 1880.

the times for pioneering farm families in Upper Canada, some elder sons elected to move on to other work, reducing the number of dependents on the sparse growing ground while earning some outside support for their hard-working families.

Commerce on the Great Lakes was beginning to thrive, and James, being both adventurous and ambitious, chose to become a seaman. Over the next several years he sailed vessels on the upper Lake Ontario run to the St. Lawrence ports, returning to winter in Caledon.

James Norris worked hard. He became a mate, then a master. In the 1840s he met Sylvester Neelon and the two formed a partnership to buy their first vessel. Before long, they began adding



vessels as their business prospered and ultimately they created one of the largest fleets on the Great Lakes. They even made their partnership a family affair when each married the other's sister at a double wedding.

James Norris' wife, Sophrinia Neelon, died in 1860, leaving her husband and two children, a son, James, and a daughter, Annie. Captain Norris remarried in 1863 to Elizabeth Waud of St. Catharines. From this union came four children: Charles, Alexander, Maud and May. The eldest, Charles, in later years managed his father's interests in St. Catharines. James S. Norris, the son by Captain Norris' first marriage, established a grain brokerage business in Montreal and later moved to Chicago.

The Norris-Neelon partnership, over almost 30 years, was highly successful. Around the year 1870, the pair decided on an amiable dissolution. By this time their commercial interests included the extensive shipping fleet they'd built, a stove foundry, a hotel, a cotton mill and flour mills, in both St. Catharines and nearby Thorold.

Before he died in 1891, Capt. Norris had gained even more business success with the strong commercial foundation he and Sylvester Neelon built and divided two decades earlier.

He had also undertaken leadership in public life, not only in the community of St. Catharines but in the new nation's capital, Ottawa, where he was the Member of Parliament for Lincoln County for five years.

A few years after his death one of the flour mills he had owned in St. Catharines, in a stone mill originally built in 1836, was acquired by a young Hamilton-born entrepreneur. He was Hedley Shaw.

## HEDLEY SHAW

Hedley Shaw began his business career in 1884, at the age of 18, as an optimistic and determined apprentice in a small mill at Brantford, Ontario. Within four years, however, he launched out on his own and opened a mill at the little village of Gainsville.

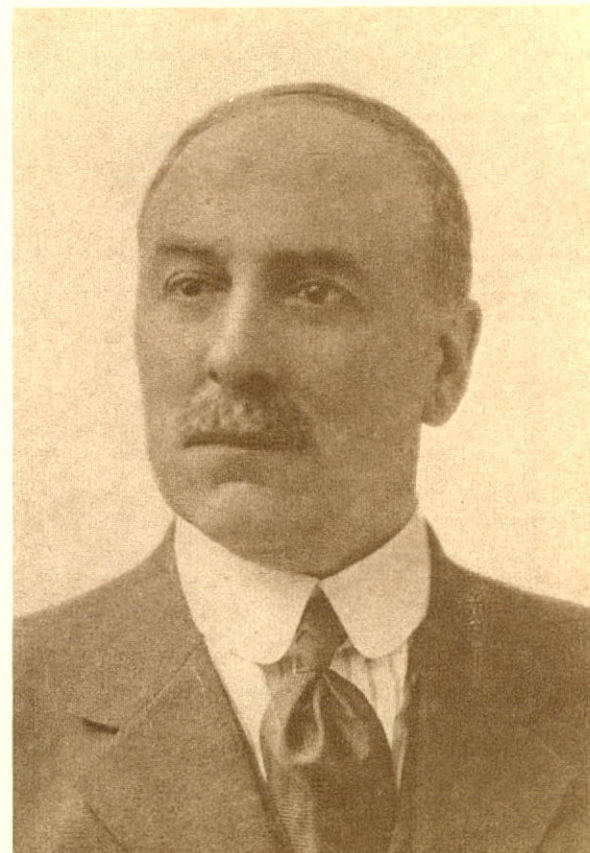
In 1893, the 27-year-old Shaw was ready for a sterner challenge. He bought a larger mill at Oakville and joined with an older, successful miller, Thomas Foulds. They formed a partnership, Foulds & Shaw, and negotiated with Quebec Bank to buy the even bigger mill at Thorold. This mill had been owned by Sir William Howland, one of the Fathers of Confederation.

The twentieth century arrived. A fair wage in the milling industry was \$1 per (12-hour) day; a good 12-oz. steak cost 10¢. The times were also a significant turning point in the prolific business life of Hedley Shaw.

Shaw & Foulds had barely completed purchase of the Grantham Mill at St. Catharines, built in 1836, when they went their separate ways.

Shaw bought out Foulds' interests in this newly-acquired mill and the Thorold mill. He formed the Hedley Shaw Milling Company Limited and set about to refit and modernize his two 'flagship' units at Thorold and St. Catharines. He also started to move eastward, leasing a milling operation in Kingston.

It was 1907 and Hedley Shaw at 41 had already carved a solid position for himself in the Canadian milling industry, rewarded through his hard work. Shaw met a man who offered a merger with his holdings. He was Douglas Cameron.



Hedley Shaw, 1866 – 1921.



## **SIR DOUGLAS CAMERON**

Douglas C. Cameron was an articulate man with not only a sound business sense but fine political acumen. In later years he became Sir Douglas Cameron, lieutenant-governor of the Province of Manitoba.

In 1905 Cameron had formed a company called Maple Leaf Flour Mills Limited. Most of his grand plans were destined to materialize in his time.

One of his major aims was to establish a flour mill at Kenora, the northwestern Ontario mining and lumber centre on Lake-of-the-Woods, near the Manitoba border. Kenora was then known as Rat Portage.

An apocryphal story of the times was that it was Cameron who lobbied to have the little city's name changed to Kenora, since he did not relish the name 'Rat Portage' on his flour bags.

He pressed ahead with his plans, acquiring a string of elevators in Manitoba and the newborn province of Saskatchewan. As he was building more elevators, a mill at Kenora was logical. It was built in 1907, burned down in 1908, then a larger mill immediately rebuilt.

While all this was going on the intrepid Cameron moved to expand even further, but eastward. He made an offer to merge with the milling assets of the successful Hedley Shaw. The year was 1910.

The price paid to Shaw was \$20,000 cash and Maple Leaf Flour Mills shares, valued then at \$180,000. Hedley Shaw became vice-president and managing director of Maple Leaf Flour Mills at an annual salary of \$10,000.

Shaw and Cameron proved to be a dynamic team. Expansion was foremost in their plans. They

acquired Wheat City Mills in Brandon. They looked to take advantage of the burgeoning business growth in the Niagara peninsula where both Capt. Norris and Shaw had been so successful.

What followed, in a few busy years, was the purchase of Coopers Mill at Welland, plus construction in 1911 of a major new asset, the 8,000 bag Port Colborne flour mill. This historic mill was barely completed before its capacity was doubled!

Before this was done though, some corporate reorganization was undertaken. With mills at Kenora, Brandon, St. Catharines and Thorold, plus some 40 grain elevators in the western provinces, there was a need for a broader equity base. In the reorganization, Maple Leaf Flour Mills became Maple Leaf Milling Company.

Maple Leaf Milling Company, the principal predecessor of today's Maple Leaf Mills, was the corporate entity that ultimately brought extensive and important western Canada assets into the organization.

Those western operations were largely the handiwork of another pair of 19th century entrepreneurs... Henry Brackman and David Russell Ker.

## **HENRY BRACKMAN AND DAVID KER**

Henry Brackman was originally a gold prospector. A German, he emigrated from his native Hamburg to California in time for the great gold rush of 1849. Over the ensuing years, he followed the gold field discoveries. He moved northward, into British Columbia's Caribou country and about the year 1870 Brackman hit the big strike that made him rich.

Back in Victoria, he put his money to work, getting into the flour milling business.

His first venture was the Brackman Mill at North Sananich, Vancouver Island. A rolled oat, flour and cereal operation, it started up in 1877.

Shortly thereafter he met David Ker, a second-generation Scot and the son of an influential official in the governing council of the Crown colony of Vancouver Island. They established a business relationship, the Brackman & Ker Milling Company.

The years of their partnership were both active and financially fruitful. A rolled oat mill was built in Edmonton in 1895 and a new Victoria operation started up. Another rolled oat mill was opened in Calgary shortly after the turn of the century. By 1912, Brackman and Ker had added yet another mill, a flour producer, in Calgary.

The year 1913 was a signal one for Brackman and Ker. A corporate link-up was proposed with Western Canada Flour Mills Company, a 1905 amalgamation of the Manitoba and Lake Huron Milling Company and the Kelly Milling Company.

The former was begun in 1900 with the purchase of Ogilvie's Mill in Goderich, Ontario. The latter, headed by Andrew Kelly, had operating mills at



Brandon and St. Boniface in Manitoba.

The proposal went ahead and there was a share exchange with Western Canada Flour Mills the emerging company. Brackman & Ker continued to operate other assets for many years in British Columbia, principally feed and seed operations.

Through World War I, the frantic 1920s and into the grim 1930s, Western Canada Flour Mills experienced its share of successes and setbacks.

There was expansion. A long-established grain and feed business was purchased in Quebec City; the Pioneer line of stock and poultry feeds was started; Purity Bakeries was formed through the purchases of a number of small, existing bakery operations in Alberta and British Columbia; at Goderich, the company's salt business was expanded.

Western Canada Flour Mills grew as an active, diverse nutrition company during the early decades of this century. It became a far more complex organization than Henry Brackman and David Ker ever might have envisioned.

## **SENATOR ARCHIBALD CAMPBELL**

Through the years that spanned the two World Wars, years of crucial social change and a decade of world-wide depression, Maple Leaf Milling Company – the operation that bore the imprint of Hedley Shaw and Sir Douglas Cameron – was also changing and challenging.

Maple Leaf Milling's flagship plant at Port Colborne was enlarged once again in 1917. This highly profitable operation was known as "The Largest

Flour Mill in the British Empire".  
Enter Sir Archibald Campbell.

Soon after the 1918 Armistice, Maple Leaf Milling concluded an important expansion. It bought Campbell Flour Mills Company, the progressive Ontario operation founded in 1892 by Senator Campbell. The Campbell company had started with a large flour mill at Toronto Junction, later branching out to Peterborough and Pickering with other mills. When the deal with Maple Leaf was finalized in 1919, Campbell Flour Mills was a strong, going concern. And it was the first company to manufacture dry, commercial stock and poultry feeds in Canada.

Hedley Shaw and Sir Douglas Cameron both died in November, 1921, only two days apart. Maple Leaf Milling was consolidating efficiencies in its flour producing operations. A number of small mills were closed and some others, such as at Medicine Hat, were significantly enlarged. Export business was becoming a growing factor in the company's milling operations as Maple Leaf Milling sold two million barrels of flour to Amtorg Trading Corp., New York, for shipment to Russia in 1924.

Also through the 1920s the company's bakery business was greatly extended. A number of bakeries in Ontario, Manitoba and Quebec supplying the Canada Bread line came under



Guests at the official opening of Western Canada Flour Mills St. Boniface operation, August, 1906.



Maple Leaf management. Canadian Bakeries, with plants in the Prairies and B.C., was formed. In the Maritimes, control of Eastern Bakeries' operations was acquired.

The company was forging ahead as export business was even more promising and the domestic operations flourished. The annual statement for the year ended March 21, 1929, reported earnings of \$1.2 million, to that time the largest in the company's history.

Then, Black Friday, October 27, 1929! The collapse of share values on major world stock markets headed Canada and most of the western world into the Great Depression.

Maple Leaf Milling suffered, as did companies and citizens across the land. A determined management team kept the company going, despite near crippling losses in 1930 and 1931.

Some of the company's most popular food and stock nutrition products were developed in these hard years as Maple Leaf Milling strove to sustain its domestic business share. Cereal and grocery lines were introduced with names like Monarch and Tea Bisk, added to Red River Cereal and Brex.

The 'dirty 30s' ended with the start of World War II and recovery from the Great Depression. Maple Leaf Milling had survived well enough that within five years after the war ended nearly all mills were operating six days a week. The company had rebounded toward the record level of earnings set in 1929 and was embarking on a new phase of expansion.

Purity Flour Mills Limited joined the Maple Leaf Milling fold in 1951. It was a company that had, until 1945, been known as Western Canada Flour Mills.

This link-up of Western/Purity and Maple Leaf Milling might have stood as the capping expansion move in the now-national nutrition complex. But more was to come, for two principal reasons: Gordon Leitch and James D. Norris, a grandson of Captain James Norris.

### A TIME OF GREAT CHANGE

The periods just before and following World War II were years that added up to three to four decades of vigorous growth by Maple Leaf Milling.

It was a time of great change. In this time, the strengths of the company's chief executives and the influence of other aggressive men greatly impacted on the company's corporate destiny.

Prominent among the latter group were Gordon Leitch and James D. Norris.

Gordon Leitch, like Hedley Shaw, was an enthusiastic free enterpriser. From his rural southwestern Ontario homeland he'd headed westward as a lad, working first in the B.C. lumbering regions and then into the grain business. When he came back east, pursuing his own ambitions, he realized that the newly-enlarged Welland Canal could justify greatly increased grain elevator capacity at Toronto.

Leitch tackled this and, in 1928, Toronto Elevators' two million bushel capacity terminal went into operation at Queen's Quay. It was a huge success.

Gordon Leitch and his partner set Toronto Elevators on an aggressive growth pattern. Commercial feeds were soon added to the company's business mix. The 'Master' label was born. Vegetable oils followed. Through the 1930's, Toronto Elevators expanded steadily, acquiring

feed and grain operations and outlets in a variety of Ontario locations.

One important line of growth, a move that was logical in view of the company's heavy grain-handling involvement, was the purchase of a cargo ship, the S.S. Sarnian, through subsidiary Northland Steamship Company. This was followed by a much larger shipping involvement by Leitch and his group with James D. Norris, grandson of

Captain James Norris – the same man who figured at the start of this story of the growth of Maple Leaf Mills.

James D. Norris had, by the 1920's, greatly expanded the grain brokerage business started by his father, James S. Norris, in Montreal and later in Chicago. In time, James D. invested in Toronto Elevators. Elected a director of the company by 1932, he and Gordon Leitch formed Upper Lakes Shipping and they proceeded to build the foundations which resulted in Upper Lakes Shipping emerging as Canada's No. 1 operator of Great Lakes vessels.

In the 1940's, Upper Lake Shipping and other interests of Leitch and Norris began to acquire substantial shareholdings in Maple Leaf Milling.

James D. Norris died in 1952 and Gordon Leitch two years later. The latter's son John D. Leitch, was president of Toronto Elevators on April 1, 1961, when it amalgamated with Maple Leaf Milling Company Limited.

The contributions of these and other men to Maple Leaf Mills' course of commercial history, in the decades of the 30s, 40s, 50s and 60s, were in many ways as significant as those of the company's 19th century pioneers.

The careers and characters of many of the



'modern' chief executive officers played notable roles in this, often at appropriate times.

D. Campbell MacLachlan came to Maple Leaf Milling via Western Grain Company where he had been general manager. He arrived in 1931 and the company geared up to start the long, difficult recovery period from the Great Depression – while it was still on.

MacLachlan was named president in 1936. A man of much financial acumen, his Scottish traits of prudence and patience were valuable commodities as he and his management group led the company back toward profitability.

This was achieved by 1939, as World War II broke out in Europe. Ten years later Campbell MacLachlan resigned as president, although he continued as chairman of the board until 1955. Maple Leaf Milling's earnings had, by 1947, been brought back to the strong pre-1929 level.

Over the 1950s and 1960s Maple Leaf Milling's chief executive officer's chair was filled by four men who brought considerably different professional backgrounds but a common attitude that bespoke determination . . . determination to further strengthen the company's financial base and broaden its business horizons.

K.F. Wadsworth, following Campbell MacLachlan, was president from 1949 to 1955. He had been with the organization for more than 25 years when he stepped into the top post. He had been general manager for three years prior. Much of his career with Maple Leaf Milling centred on the grain business and it was during his time as president that Maple Leaf Milling undertook one of its most important – and successful – corporate expansions. This was the purchase of Purity Flour Mills Ltd., with large mills

at Calgary, St. Boniface and Goderich and a long string of stock and poultry feed plants.

C.E. (Cliff) Soward was the chief executive (1955 - 1963) when the company completed a corporate change of even greater magnitude than the Purity Flour purchase. This was the important 1961 amalgamation of Maple Leaf Milling, Purity Flour and – bringing a whole new business dimension to the company – Toronto Elevators. Result: Maple Leaf Mills Limited.

Cliff Soward, whose background and training was strongly sales-oriented, guided the company through an exciting period that also included the signing of the first, massive flour sale contract with the U.S.S.R.'s Exportkhleb, at \$65 million the largest single flour sale ever made. In his time also, Maple Leaf Mills made its first move into the Caribbean, signing a contract to renovate a mill in Haiti. After Cliff Soward's retirement, G.M. MacLachlan was elected president.

This MacLachlan, son of Campbell MacLachlan, contributed a strong administrative background and organizational skills to the company. He was president from 1963 to 1969 when illness forced his retirement.

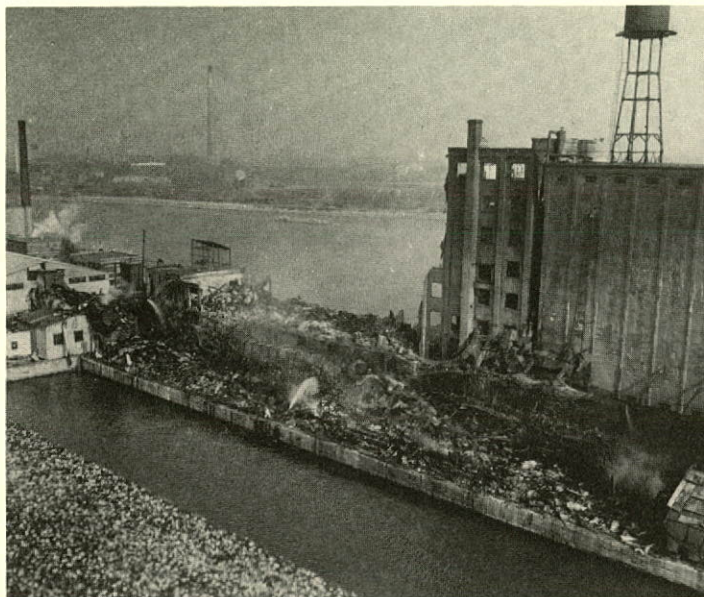
Robert G. Dale, who had joined Maple Leaf Milling in 1946, brought a variety of successful operations experience to the position when he was named president in 1969. A distinguished and decorated air force veteran of World War II, he was destined to provide leadership to the company for its most recent years of intricate business growth. These years were typified by complex changes in corporate ownership, times of onerous challenge brought about by world-wide inflation, and growing involvement of governments in private enterprise.



From the Toronto Globe, 1911.



Aftermath of the serious explosion and fire at the Port Colborne mill, 1960.



The modern head office of Maple Leaf Mills, Toronto.



A McGavin Bread wagon of pre-War years.

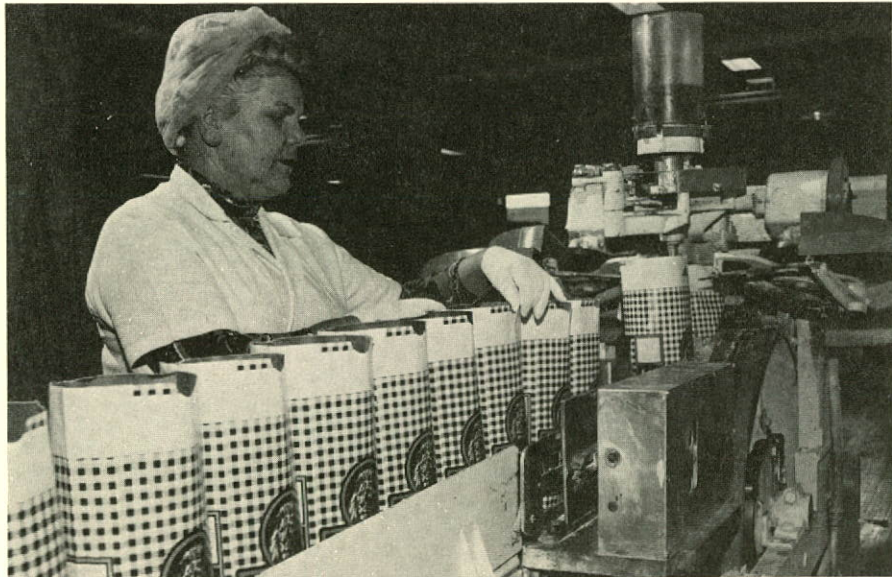


The Thorold Mill, built in 1846 and originally owned by Sir Wm. Howland, one of the Fathers of Confederation.





The Maple Leaf Mills Quarter Century Club meets for the first time, 1943.



The Maple Leaf 'Monarch' label products are sold across Canada.



Poultry stock feeds are a major part of the business of the Agriculture Products division.



# Today and Tomorrow: Team Strengths

Maple Leaf Mills took on the tumultuous 1960s as a vigorous organization with a secure ancestry dating back to 1836.

The company's corporate structure was sound, its financial condition stable. Markets were diversified and expanding. Administrative and production operations were guided by experienced and energetic management.

Most important, the loyalty and dedication of the company's employees had served the organization well.

Across Canada, Maple Leaf Mills was regarded as a well-run corporation, marketing reliable products to domestic consumers, the farming sector, food processors and other industries. A solid reputation had been earned for the company, largely due to the credit of the men and women who worked for it.

Now, with the completion of the Toronto Elevators/Maple Leaf Milling merger, the organization was prepared to emerge as a leader among nutrition companies in Canada.

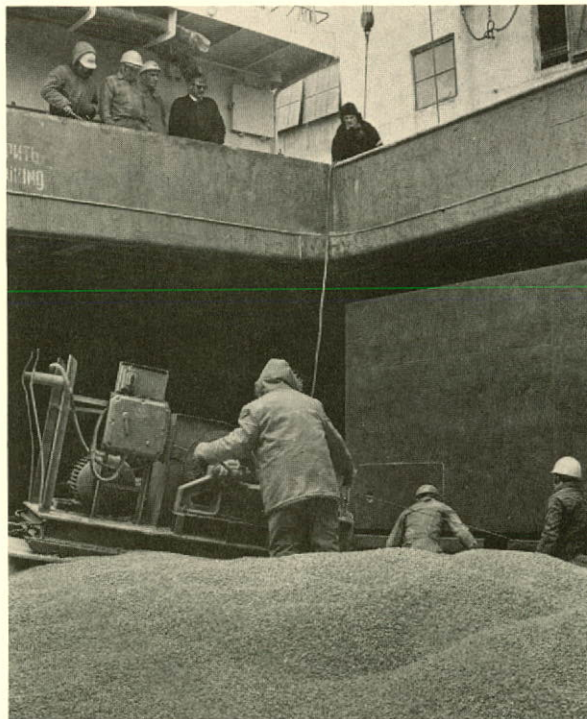
Through the 1960s and into the 1970s, the company's growth pattern in its various divisions was measured and steady with acquisition of smaller concerns, expansion of existing operations and strategic solutions in troubled areas.

And while this approach resulted in perhaps a less spectacular period of change for Maple Leaf Mills, compared to earlier decades, it was a policy that reflected reaction to the times. Corporate growth patterns were affected by the onset of world-wide inflation, pressure on money markets, the disappearance of the post-World War II 'bull' phase in the stock markets, rising unemployment, the emergence of consumerism.

Maple Leaf Mills' recent history, nevertheless, was marked by three significant advances in the company's growth story. These were the opening of flour sales to the Soviet Union – the Exportkhleb contracts, the expansion into the Caribbean Islands by the milling operation and the creation of Canada's largest vegetable oil processing operation in Windsor.

Together they provide an excellent example of the company's deliberate policy of strengthening international trade while continuing to build solidly in Canada.

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A Soviet Union vessel is loaded at Sarnia Elevators.

## EXPORTKHEB (U.S.S.R.)

When Canada concluded a massive sale of flour to the U.S.S.R. in 1963, it not only represented this nation's biggest business deal with the Soviets in post-war years, but it was a major event in the commercial history of Maple Leaf Mills.

Large and important overseas flour sales were well known to the company. From the early part of this century, Maple Leaf Mills and its predecessor companies, as well as competitor mills across Canada, were large exporters of wheat and flour.

Canadian flour went to Asia, Africa, Europe, South America and the West Indies. Britain was one of Canada's biggest customers abroad for many years.

In the early 1900s Canada had achieved impressive strides in development of wheat varieties and crop yield techniques. Canadian wheat and flours were recognized for quality, world wide. As a result, the country's grain growers and flour millers enjoyed considerable prosperity through World War I years and the 1920s.

By 1924, Canada was exporting nearly 30 million cwt. of flour annually, with Maple Leaf Mills supplying a large part of these sales.

But the Canadian grain industry deteriorated by the 1930s and in the following three decades. The great depression, along with the killer drought in western Canada, caused a radical drop in grains sales and flour production. With the onset of World War II, there was a sudden and rich revival in the market.

In the late 1940s, however, the Canadian industry foresaw flour exports declining as Third World nations began building their own flour mills. In addition, many European and mid-Eastern markets



switched from Canadian wheat to cheaper, subsidized supplies from other countries.

The emergence of the European Common Market dealt Canadian millers a particularly heavy blow in the late '60s, as sales to the United Kingdom – a long time, sustaining customer – were virtually eliminated.

So the 1963 U.S.S.R. sale was a sorely-needed boon to Canadian wheat producers and millers as the Soviets came to do business. Maple Leaf Mills' Robert Dale spoke of the event:

"A major crop failure in the great wheat-producing areas of the Soviet Union brought the Russians to Ottawa looking for a tremendous quantity of flour to be shipped... both to the Russian ports and to Cuba where they had commitments to supply.

"I well remember those first meetings in Ottawa. They were conducted in a very cloak-and-dagger atmosphere in rooms and corridors in the Château Laurier. It was, in fact, the first major trade negotiation with the Russians since the end of the war.

"The industry did a remarkable job in fulfilling the Russians' emergency requirements and a relationship was established which exists to this day."

Maple Leaf Mills has had a leading role in this relationship, both as a supplier and a member of the Canadian National Millers Association which negotiates the Soviet business for Canadian flour.

But how important to the Canadian industry the Exportkhleb sales were, and have come to be, shows in the fact that in the 15-year period after 1963, nearly half of Canada's annual exports of flour went to the Soviets.

In the mix of Maple Leaf's domestic and foreign flour sales, substantial volume also goes to under-developed countries as part of Canada's foreign aid program and commitment to the World Food Bank. These industry shipments have, in some recent years, reached four million cwt.

The company's flour division is supported by seven mills in four provinces: Alberta, Manitoba, Ontario and Quebec. Total production capacity is more than 50,000 cwt. per day and there is a variety of flours, mixes and by-products produced and sold in bulk or in bags.

One of the company's most important customers is itself: Maple Leaf Mills' Associated Bakeries grocery products and agriculture divisions are large consumers.

Strangely enough, a very negative development in the post-World War II contraction of Canada's flour-milling industry became a plus factor for Maple Leaf Mills.

This situation arose as many of the newer, Third World nations embarked on programs to establish stronger, self-managed milling industries of their own rather than relying on imports.

So they sought the technical and marketing expertise of the long-established North American and European mills in order to learn to be independent.

Thus for Maple Leaf Mills a plus factor, from a potentially negative development: the company's move into the Caribbean.

## CARIBBEAN DEVELOPMENT

In 1969, Haiti, along with other Caribbean countries, was anxious to check chronic trade deficits and expand employment opportunities for its own people. Haiti's government approached Maple Leaf Mills for help to refurbish and expand a domestic mill that had been idle for some years. What was needed were modern management techniques and revitalization of antiquated equipment.

Maple Leaf management signed an agreement with La Minoterie d'Haiti, the state-owned mill. Within a few months the mill was in operation with its capacity tripled and the Haitian employees placed in a training program.

This Haiti project was a significant start. Important agreements followed with the governments of Trinidad and Tobago, St. Vincent and Barbados.

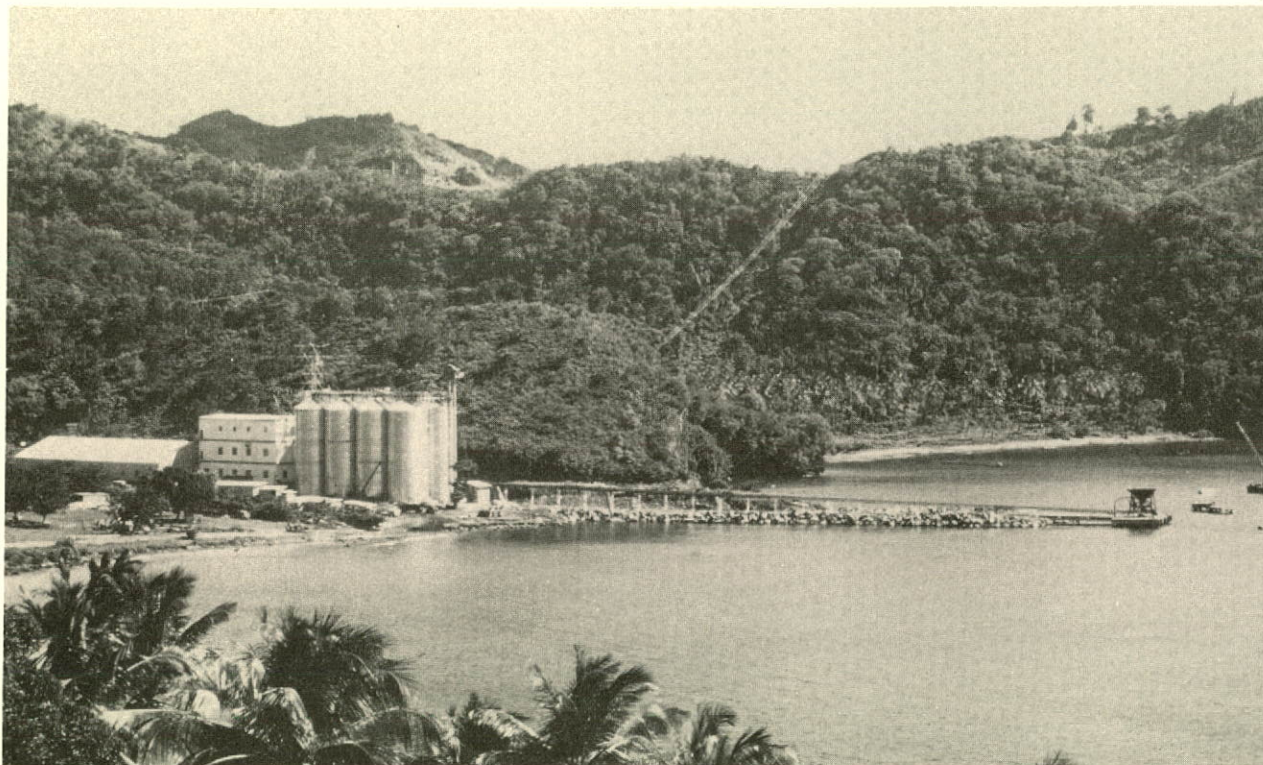
In 1972 the company undertook a technical service contract with National Flour Mills of Trinidad and Tobago. Over the next seven years capacity at this mill, the country's original and only flour-producing facility, was doubled and most of the production equipment was modernized. Maple Leaf Mills acquired a 36% equity interest in National Flour Mills. The holding was sold at expiry of the management contract in 1979.

In 1976 Maple Leaf extended its Caribbean activities to Barbados and St. Vincent.

In St. Vincent, Maple Leaf Mills undertook a minority equity position with East Caribbean Flour Mills Limited to build a 2,000 cwt./day mill. Operations commenced in late 1977.

Barbados Mills Ltd. was established in 1976 and





East Caribbean Flour Mills, St. Vincent.

started construction of a 1,500 cwt./day flour mill at Bridgetown. This facility went into production in 1979 and Maple Leaf held a substantial equity interest in this company as well.

Some specific services in the Caribbean plants are supplied by Maple Leaf Mills. It is a general policy, however, that at all of these mills the maximum number of management and operating positions be held by nationals of the respective countries.

Maple Leaf is further expanding its interests in the Caribbean by establishing feed plants in Haiti,

Barbados and St. Vincent, and is planning further participation in agricultural activities in these areas. The company is also a partner in a bag plant in Montserrat.

Maple Leaf Mills' presence in the Caribbean islands gives an added dimension to its corporate profile. These interests are a valuable part of the company's international business operations. They also represent yet another instance of Canadian skills and capabilities contributing to the expanding economies of smaller nations.

## MAPLE LEAF MONARCH LIMITED

The corporate decision carrying the largest dollar tag ever in Maple Leaf Mills history was the vegetable oil processing complex at Windsor, Ontario.

This huge, \$50 million plant is the country's largest vegetable oil processing operation. It started up in 1979. The plant will supply more than a third of eastern Canada's vegetable oil and meal market. Jointly owned by Maple Leaf Mills and Lever Brothers Limited, it operates as a separate company, Maple Leaf Monarch Limited.

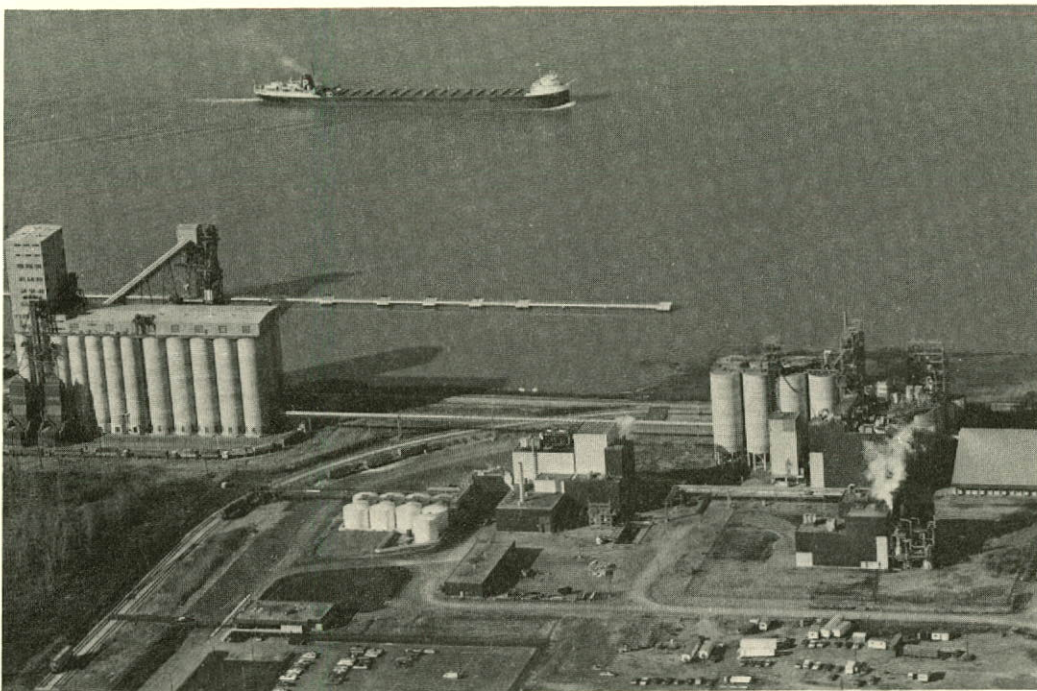
Maple Leaf Mills had been in the vegetable oil business since the early years of World War II. The original refinery processing oilseeds, mainly soybeans, was located on Toronto's central waterfront.

This facility, however, became obsolete for a number of reasons. Despite expansions, the overall capability of the plant to produce oil and meal volumes for the markets of the 1970s and 1980s was limited. As well, the long-term plans by several levels of government to revamp Toronto's waterfront meant the plant would ultimately have to be torn down.

With the Windsor plant now in operation, Maple Leaf Mills and Lever Brothers share a partnership in one of the western world's largest and most modern vegetable oil refineries.

Two main operations are carried out at this facility — seed crushing and oil processing. The seed-crushing operation processes about 450,000 metric tonnes of oilseeds annually, approximately 80 per cent of which are soybeans.





The Maple Leaf Monarch vegetable oils plant at Windsor, Ontario, one of the world's largest.

The oil processing section produces about 50,000 tonnes of vegetable oils which are consumed in the production of margarine, shortening, salad and cooking oils. Technical oil products are used in the manufacture of paints, varnishes, printing inks and caulking compounds. The high protein meals produced are aimed primarily at the poultry and livestock feed markets of eastern Canada.

Maple Leaf Monarch's Windsor plant represents a major market for Canadian soybean growers, located as it is in an area served by excellent transportation facilities to enable economic assembly of raw materials for processing.

## CORPORATE DIVISIONS

There are five divisions within Maple Leaf Mills. They cover all other commercial activities in the company's business mix.

The agriculture division covers the production and marketing of animal and poultry feeds, an integrated poultry operation with hatcheries and processing plants, and an integrated forage and turf and seed corn operation.

Grain trading and merchandising activities are carried out through the grains division which operates as a principal in this business, also as an agent for federal and provincial government wheat

boards. The division has grain storage elevators and shipping depots for its own supplies and for other dealers and shippers. One of this division's main components, St. Clair Grain & Feeds, conducts a grain merchandising, alfalfa dehydration and farm supply business in the huge southwestern Ontario market.

Maple Leaf Mills' flour division represents more than a quarter of Canada's total flour milling capacity. The division supplies flour to Maple Leaf's consumer products division as well as an array of domestic and foreign customers.

The international division directs the Caribbean operations. It is a smaller division in terms of people but it now represents the relatively 'new look' to Maple Leaf Mills. The division also includes Maple Leaf Mills' presence in Ireland, a grain handling and trading operation – North West Silos Limited – through a partnership arrangement with Irish interests.

Consumer food products division operates as a manufacturer and marketer of grocery products and bakery goods. Grocery products include pet foods, cake mixes, cereals and beverage mixes sold under a variety of brand names. Many of these are well-known in Canada. Some of them like 'Purity', 'Red River', 'Monarch', 'Cream-of-the West', have been familiar on Canadian kitchen counters and breakfast tables for decades.

Bakery goods for the consumer market are produced through companies in which Maple Leaf Mills holds substantial interests and which serve markets right across the country. Some of the product names here include 'Dempsters', 'Toast-master', 'Butter-Nut', 'Sunny Bee', 'McGavin', and 'Homestead'.



## EPILOGUE

Today, Maple Leaf Mills is recognized as a leading nutrition organization with more than 4,300 employees throughout Canada.

The company's corporate symbol — three grain silos in relief on a maple leaf with the initials MLM over-printed — is a familiar, friendly sight on packages, bags, wrappings and assorted other containers that are found in homes, farms, factories and stores across the land.

In recent years there have been significant changes in the make-up of the company's principal shareholders. Throughout this period of change, however, Maple Leaf Mills growth was sustained and its vitality undiminished in Canada's commercial milieu.

Demanding challenges abound in the domestic and international markets and confront the company and its people today. But that was typical of Maple Leaf Mills history.

It's a continuing story for this company that grew with Canada.

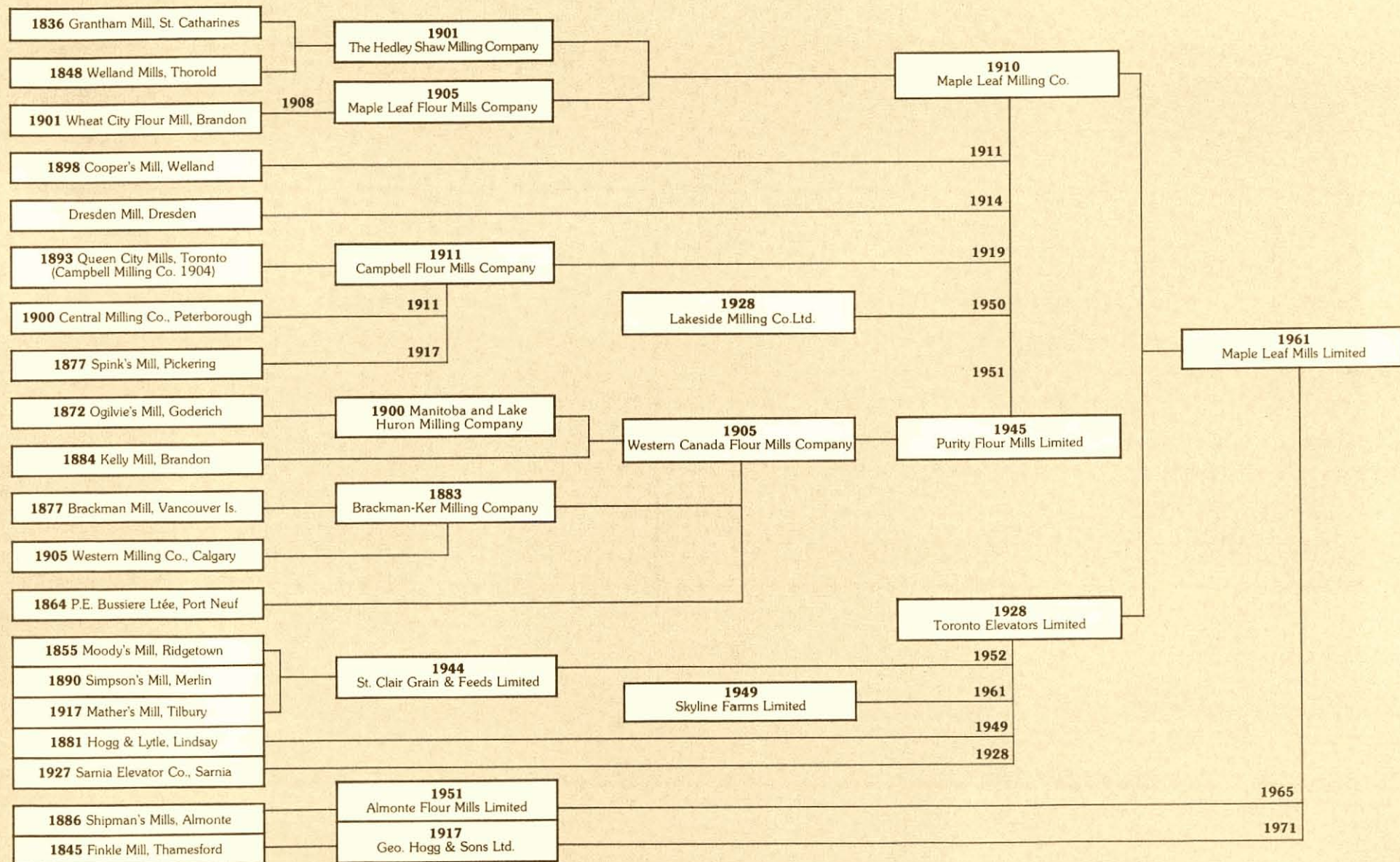
December, 1980

## ACKNOWLEDGEMENT

Gordon F. Allan, a long-time officer of Maple Leaf Mills, researched the historical data for this booklet. Mr. Allan, now retired and living in Toronto, is to be congratulated, for without his efforts, this account of "MAPLE LEAF MILLS — the company that grew with Canada" could not have been published.



# Geneological Chart of Maple Leaf Mills





# History Highlights

## 1833

- Completion of Welland Canal. By 1847, seven flour mills and five grist mills operated on water power from Canal.

## 1836

- Grantham Mills built in St. Catharines, over the mill race on the Welland Canal, a stone building of four storeys, powered by six water wheels, which became part of Hedley Shaw Milling Company Ltd. in 1901, as Imperial Mills.

## 1845

- Finkle Mill built in Thamesford, Ontario; John Finkle was instrumental in founding the neighboring city of Woodstock; George Hogg & Sons purchased the mill in 1917 and operated it as a flour mill then sold to Maple Leaf Mills Ltd. in 1971.

## 1846 – 1848

- Welland Mill built in Thorold, by Jacob Keefer at cost of \$40,000 excluding land. The mill building was dressed in blue limestone and the corners, sills, doorways were cut of grey limestone from Zimmerman's Quarry. It was capable of manufacturing 300 bbls. flour per day.

## 1855

- Ridgetown, Ont., flour mill and woollen mill built by George Moody. In 1883 a new mill was built with new process rollers. George Mickle & Sons owned the mill from 1931-1965 when it was purchased by St. Clair Grain & Feed.

## 1864

- P.G. Bussiere Ltée. founded, in Quebec City, a feed and grain merchant; controlling interest was purchased by Western Canada Flour Mills Co. Ltd. in 1929.

## 1870

- Capt. James Norris acquired Grantham Mills, later gutted by fire in 1883.
- Sir William P. Howland, a Father of Confederation, purchased the Keefer Mill, Thorold, renamed it Howland Mill.

## 1874

- Ogilvie's Mill, Goderich, built with 500 bbls. per day capacity. In 1900 it was taken over by Lake Huron and Manitoba Milling Company.

## 1875

- Spink's Mill, Pickering, built a four-storey brick structure with capacity of 200 bbls. per day. Cost: \$36,000. It was purchased by Campbell Flour Mills Co. Ltd. in 1917.

## 1877

- Brackman Mill, North Saanich, Vancouver Island, started operation as rolled oat, flour and cereal mill.

## 1883

- Brackman Ker Milling Company (B & K) formed by Henry Brackman and David R. Ker.
- Grantham Mill, owned by Captain James Norris, burned.

## 1886

- First transcontinental C.P.R. train arrived in Vancouver.
- B & K Victoria branch opened.
- Daniel Shipman built mill in Almonte, Ontario, burned in 1910 and rebuilt as a four storey building.

## 1888

- B & K manufactured first stock and poultry feeds.

## 1890

- Merlin Mill built by Isaac Simpson, purchased in 1952 by St. Clair Grain & Feed.
- Foulds & Shaw leased Thorold Mill.

## 1891

- B & K opened rolled oat and flour mill in Victoria B & K Milling Co. Limited incorporated.

## 1892

- B & K purchased Milligan & Mathers feed and grain business, New Westminster.

## 1893

- Queen City Mills opened Toronto Junction (West Toronto), generating own electricity for lighting, producing 600 bbls. per day and employing 35 men. Owned by Archibald Campbell (later Senator Campbell), it became Campbell Milling Co. Limited in 1904 and, in 1911, Campbell Flour Mills Company Limited. Purchased in 1919 by Maple Leaf Milling Company Limited.
- B & K won gold medals at Chicago World's Fair for Extra Cream rolled oats.

## 1895

- Thomas Foulds and Hedley Shaw acquired Thorold Mill from a Quebec bank. It was previously owned by Sir William P. Howland.
- B & K built rolled oat and cereal mill in South Edmonton, Northwest Territories.

## 1898

- Robert Cooper built Cooper's Mill, Welland, Ontario.
- B & K opened branches in Nelson and Rossland mining areas during.
- Rolled oats and flour from B & K are main supplies in the Klondike Gold Rush.



## 1900

- McGaw family purchased Goderich Mill and formed Manitoba & Lake Huron Milling Company, increased mill from 800 to 1,200 bbls. Later (1905), it formed part of Western Canada Flour Mills, Company Limited.
- Foulds & Shaw purchased St. Catharines Mill.
- Thomas Foulds sold his interest in Thorold and St. Catharines mills to Hedley Shaw.

## 1901

- The Hedley Shaw Milling Company Limited formed, with Thorold Mill and Grantham Mill at St. Catharines.
- C.P.R. lease to Wm. M. Alexander and Thomas Law for flour mill and grain elevator, Brandon. Sold in 1908 to Maple Leaf Flour Mills.

## 1902

- Thorold Mill rebuilt, last half mill with roller mills.

## 1904

- Maple Leaf Flour Mills Company Limited incorporated under Dominion of Canada letters patent.
- Campbell Milling Company Ltd. formed with brands such as Toronto's Pride, Cream-of-the-West, Queen City, Monarch.

## 1905

- First meeting of board of directors of Maple Leaf Flour Mills Co. Limited. Company built a mill at Kenora, Ontario, took over 11 country elevators of Dowd Milling Company and built additional six elevators.
- Western Milling Company built a flour mill at Calgary, Alberta.
- Western Canada Flour Mills Co. Ltd. was formed from amalgamation of Manitoba & Lake Huron Milling Company, with mill at Goderich, and Kelly Milling Company with mill at Brandon, Manitoba.

- Hedley Shaw Milling Company Ltd. leased Frontenac Mill, Kingston (given up in 1907).

## 1906

- B & K opened rolled oat mill in Calgary, adjacent to Western Milling's flour mill.
- Contracts let for 2,000 bbls. per day, Kenora flour mill building, working house, elevator: \$166,800.
- Maple Leaf Flour Mills took over assets of Dowd Milling Company.
- Western Canada's St. Boniface flour mill opened, 4,000 bbls. capacity.

## 1907

- Maple Leaf Flour Mills Company purchased the Hedley Shaw Milling Company Limited, with mills at Thorold and St., Catharines; Hedley Shaw became managing director.

## 1908

- Kenora mill burned and was rebuilt at 3,000 bbls. capacity.  
Maple Leaf acquired Wheat City (Brandon) mill, 600 bbls., from Merchant's Bank for \$60,000.

## 1909

- Kamloops grain plant built (sold 1941).

## 1910

- Maple Leaf Milling Co. Limited formed April 5, to take over assets of Maple Leaf Flour Mills Co. Limited, with mills at Thorold, St. Catharines, Kenora and Brandon and grain elevators in Western Canada. Payment: \$700.00 cash, \$1,500,000 preferred shares, \$2,499,300 common shares; Total, \$4,000,000.

## 1911

- Maple Leaf Milling Port Colbourne mill began operations (4,000 bbls.), built on concrete and rock

pier, 1,000,000 bus. wheat storage and flour storage capacity of 400,000 bags. Official opening November 18.

- Peterboro mill acquired by Campbell Flour Mills Co. Ltd., capacity 500 bbls.
- Maple Leaf bought Cooper's Mill, at Welland, capacity 300 bbls.
- Canada Bread Company formed, first wagons on the streets July 15.
- Campbell Flour Mills Company purchased all the assets of Campbell Milling Company Limited.
- Ten new country elevators opened by Maple Leaf in Saskatchewan and four flour warehouses in B.C.
- Maple Leaf acquired Dupont Street property, Toronto, and erected a large flour warehouse, also purchased a Kingston property for \$10,000.

## 1912

- Port Colborne mill increased to 8,000 bbls. per day capacity.
- B & K purchased Western Milling flour mill in Calgary.
- Maple Leaf entered into an agreement with the City of Medicine Hat to build a flour mill.
- Port Colborne and St. Lawrence Navigation Company incorporated February 12, with capital of \$100,000. The SS Algonquin and SS Cataract purchased to move flour from Port Colborne to Montreal for export.

## 1913

- Western Canada Flour Mills Company purchased B & K Milling Company Limited by exchange of stock.
- St. Boniface Mill increased to 5,000 bbls.
- West Toronto increased mill capacity to 2,000 bbls.

## 1914

- World War I begins.



- New Hedley Shaw Milling Company Limited formed to build flour mill in Medicine Hat and take over properties in Salmon Arm, Revelstoke, Vancouver and Kamloops.
- Maple Leaf took over mill at Dresden, Ontario.
- Feed mill and grain elevator built at West Toronto site by Campbell Flour Mills. Jack Jeffreys made Canada's first commercial dry mashes under Monarch label.
- B & K plant at new Westminster burnt and rebuilt.
- Alberta Flour Mills formed to build 14,000 bbl. mill at Calgary.

## 1915

- Hedley Shaw Milling Company mill in Medicine Hat began operations, a six storey mill, 750 bbls. capacity, with elevator storage at 200,000 bus. Delivery equipment which was a team of greys; power was from own gas well; salaries and wages: Manager, \$97.90 per week, 6 days; Accountant \$30 per week, 6 days; Clerk, \$13.50 per week, 6 days; Steno, \$12 per week, 6 days; Head Miller, \$25 per week, 6-10 hr. days; 2nd head Miller, \$20 per week; Engineer, 27¼¢ per hr., 7 days, 10 hrs; Packer, 22½¢ per hr., 6 days, 10 hrs.; Sweeper 20¢ hr., 6 days, 10 hrs.
- Maple Leaf Milling New York export office opened to look after export flour business to over 60 countries.
- D.C. Cameron, president, Maple Leaf Milling, became Sir Douglas Cameron, Lieutenant Governor of Manitoba
- St. Catharines Mill burned, not rebuilt.
- B & K built mill in New Westminster, B.C.

## 1916

- First income tax (called war tax) levied.
- West Toronto, six-storey feed building erected by Campbell Flour Mills.
- Large flour contracts to Maple Leaf for Britain, Canada and other governments.

## 1917

- Campbell Flour Mills purchased 300 bbls. capacity Spink Mill, Pickering, for \$30,000.
- Maple Leaf Milling Port Colborne Mill enlarged to 13,000 bbls. per day, largest in the British Empire.
- Full trainloads of Maple Leaf Milling flour from Port Colborne to Atlantic seaboard for British Government and the Allies.

## 1918

- Maple Leaf Milling acquired stock in Canada Bread.
- Letters patent issued for Mile End Milling Company, Montreal.
- Campbell Flour Mills donated \$500 to Halifax Disaster Relief Fund.
- Maple Leaf \$250,000 common stock dividend paid in form of Victory Bonds.
- Maple Leaf Milling at Welland burned down.

## 1919

- Maple Leaf Milling purchased Campbell Flour Mills Co. Ltd. and Campbell Grain & Feed Co. Ltd., with mills at West Toronto, Peterborough, Pickering.

## 1920

- Dresden Mill sold by Maple Leaf Milling to Dresden Flour Mills Limited for \$34,000.

## 1921

- Steamer Ben Maple purchased by Port Colborne & St. Lawrence Navigation Company to transport export flour to St. Lawrence and Atlantic ports.
- Cooper's Mill, Welland, burned, not rebuilt.
- Maple Leaf Milling purchased Mile End Milling Company feed plant, flour mill and warehouse.

## 1922

- Pickering and Dresden mills shut down by Maple Leaf Milling.

- James Stewart elected president of Maple Leaf Milling.
- Maple Leaf Milling completed purchase of Canada Bread stock to achieve control.

## 1924

- Maple Leaf sold through New York, 2,000,000 bbls. of flour for shipment to Russia, the largest single sale of flour ever made.
- Two grain elevators erected in Saskatchewan by Maple Leaf Milling.

## 1925

- Maple Leaf increased its Medicine Hat mill to 1,500 bbls. capacity.
- Canadian Bakeries formed, with Shielly's plants in Alta., B.C. and Sask. and combining Jackson's, Calgary and Sanitary Bakery, Regina.

## 1926

- Peterborough, Brandon and Thorold mills ceased operations, Thorold property sold.
- St. Catharines Mill Property sold to B-A Oil for filling station, for \$15,000.

## 1927

- Large warehouse built in Saint John, N.B., by Maple Leaf Milling.
- Sarnia elevator started operations, purchased by Toronto Elevators.
- Maple Leaf Milling purchased all shares of Hedley Shaw Milling Co. Ltd., owners of Medicine Hat Mill.
- West Toronto Maple Leaf Milling warehouse sold to Beatty Bros. for \$50,000.

## 1928

- Toronto Elevators built elevator of two million bus. capacity at Queen's Quay, Toronto. The company also purchased all 1,156 outstanding shares of Sarnia Elevator Co. Ltd.



- Eastern Bakeries organized, with plants in Nova Scotia and New Brunswick.
- Rights to Red River Cereal purchased by Maple Leaf Milling from Red River Grain Company, Winnipeg. Production began at West Toronto and Medicine Hat.
- Dominion Bakeries organized, starting with Mackie's Bread.

## 1929

- Maple Leaf Milling sold 59 line elevators in Sask. and Man. to Federal Grain for \$452,000 plus 10,618 Federal Shares.
- Sarnia elevator capacity increased by two million bushels at cost of \$593,058.
- Pioneer Stock and Poultry Feeds put on market by Western Canada Flour Mills.
- Master Stock & Poultry Feeds put on market by Toronto Elevators.
- Maple Leaf Milling purchased control of Eastern Bakeries.
- Western Canada Flour Mills acquired control of P.G. Bussiere Ltée, Quebec City.
- Maple Leaf Milling built new grain tanks at Medicine Hat.
- Black Friday on the New York Stock Exchange, October 27, 1929.
- Western Canada Flour Mills started employee pension plan. Discontinued during the Depression and resumed in 1944.
- Purity Baking Company formed with bakeries in Alta. and B.C.
- Maple Leaf Milling issued \$5,000,000, 5½% first mortgage 20-Year Sinking Fund Gold Bonds in Canadian gold coin of present weight and fineness or in other gold coin legal in Canada or English Sterling at 4.86⅔/1, or gold coin of U.S. present weight and fineness.

## 1930

- Maple Leaf announced losses of \$5,806,803, mainly due to unauthorized speculations in wheat market.
- James Stewart resigned as president of Maple Leaf Milling on June 30.
- Western Canada Flour Mills acquired common shares of Dominion Salt Company.
- Flour and feed mills of Mile End Milling Company burned and not rebuilt.
- Price of flour dropped from \$8.10 to \$4.40 bbl.

## 1931

- Maple Leaf Milling began manufacturing Tea Bisk.
- Maple Leaf Milling Christmas gifts to employees changed from large turkeys to small Christmas cakes. All wages and salaries reduced. Value of common shares reduced 50%.
- D.C. MacLachlan appointed general manager, Maple Leaf Milling.

## 1932

- Western Canada Flour Mills Brandon mill, built in 1884, closed.
- B & K cereal and rolled oat mill, Victoria, closed.

## 1934

- Financial reconstruction of Maple Leaf Milling completed, by arrangements with banks and bond holders. Headquarters moved from West Toronto to Dominion Bank Building at \$5,500 annual rental.

## 1935

- Eastern Bakeries and Canada Bread reorganized.

## 1936

- The Ben Maple sinks in the St. Lawrence, one crewman died.
- Group life insurance introduced for Maple Leaf Milling

eastern employees; western employees previously covered.

## 1937

- Toronto Elevators established Master Feed research farm at Leitchcroft; new feed plant building erected at Queen's Quay; a feed mill in Hagersville.
- Maple Leaf Milling had first labour strike at Port Colborne.

## 1938

- Western Canada Flour Mills sold 35 country elevators in Sask., Alta., and Man. to various grain companies.
- Maple Leaf's Kenora mill burned down and was not rebuilt.
- Toronto Elevators commenced the vegetable oil business.

## 1939

- Maple Leaf Milling built a feed plant, Wellington Basin, Montreal.
- Toronto Elevators started an employee pension plan.
- Start of World War II. Government excess profits tax introduced.
- Greenmelk plant established at Wallaceburg, purchased by Maple Leaf in 1967. (Now St. Clair Grain & Feed.)

## 1940

- Dominion Salt Company sold to Domtar by Western Canada Flour Mills.
- Peterborough mill buildings sold by Maple Leaf Milling.

## 1941

- Maple Leaf Milling feed plant and warehouse at Montreal was extended; new grain tanks were added at West Toronto.
- Thorold Mill machinery sold for \$1,432.10



## 1942

- Maple Leaf Milling introduced employee retirement and pension plan.

## 1943

- Quarter Century Club formed by Maple Leaf Milling; members received a certificate, label emblem and \$100 Victory Bond.
- Toronto Elevators purchased mill and storage capacity at Owen Sound.

## 1944

- Toronto Elevators purchased property of H.E. Webster at Merlin, Tilbury and Wallaceburg to form a new company, St. Clair Grain & Feeds Limited, and combine with it branches at Chatham and Ridgeway.
- 1918 income tax claim settled for \$50,000.

## 1945

- Maple Leaf Milling enlarged Montreal feed plant and built new cereal plant at West Toronto.
- Western Canada Flour Mills Co. Ltd. became Purity Flour Mills Limited.
- Maple Leaf Milling's general manager reported all mills had run 24 hours per day, six days a week from September of 1939.

## 1946

- New feed plant for Maple Leaf Milling at Port Colborne.
- Purity Flour Mills Limited sold all bakeries of Purity Bakeries.
- Toronto Elevators started oil refinery at Queen's Quay and began importation of food oils.
- Purity Flour Mills' St. Boniface plant had reached capacity of 5,900 bbls. flour, 1,000,000 bus. storage and 36,000 tons feed annually.
- Toronto Elevators purchased 48% of St. Clair Grain and Feeds Limited.
- Maple Leaf Milling paid 50¢ on common shares, the first dividend since 1929.

## 1947

- Toronto Elevators' stock split, 4-for-1. Company opened a grain office in Winnipeg.

## 1948

- New warehouse, bulk flour storage and packing plant at West Toronto for Maple Leaf Milling. The company opened a research building at West Toronto and put Monarch cake mixes on the market, the first quality cake mixes in North America.
- Purity Flour opened a new feed plant at St. Boniface also sold P.G. Bussiere Ltée., Quebec City, to J.B. Renaud Ltée for \$30,000 cash.

## 1949

- Toronto Elevators obtained all outstanding share capital of Hogg & Lytle Ltd. for \$410,000, also purchased a feed mill at Arthur, Ontario.
- Purity Flour purchased Henri Julien warehouse and office at Montreal for \$460,000 cash.

## 1950

- Office building built at Queen's Quay for Toronto Elevators.
- Red River floods in southern Manitoba closed the St. Boniface mill for three months.

## 1951

- New warehouse built at Port Colborne by Maple Leaf Milling.
- Charters of Hedley Shaw Milling Company Limited and Campbell Flour Mills Company Limited were surrendered by Maple Leaf Milling.
- Letters patent issued for Almonte Flour Mills Ltd., later purchased (1965) by Maple Leaf Mills.
- Maple Leaf Milling purchased Purity Flour Mills Ltd., with flour mills at Calgary, St. Boniface, Goderich, rolled oat mill at Calgary, and many stock and poultry feed plants including those of B & K Milling Co. Ltd.

## 1952

- Major extension to West Toronto warehouse by Maple Leaf Milling.
- Toronto Elevators' Sarnia elevator increased from three to 5.5 million bushels. Toronto Elevators also purchased 50,000 common shares of St. Clair Grain & Feeds Limited for \$379,085 in stock and debentures.

## 1953

- Toronto Elevators acquired Baden plant from Dominion Linseed Oil Co. for \$200,000.
- Purity Flour sold land, buildings and equipment at Goderich to Upper Lakes & St. Lawrence Navigation Co. for \$800,000 cash.

## 1954

- J.D. Leitch became president of Toronto Elevators Limited.
- Maple Leaf Milling built new grain tanks at Medicine Hat, also converted rolled oat mill at Calgary to a feed plant.

## 1955

- Maple Leaf Milling's New York export office, opened in 1915, was closed.

## 1956

- Toronto Elevators modernized Queen's Quay feed plant and acquired a new elevator at Wallaceburg.
- Agreement for joint operation of Maple Leaf Milling Co. Ltd. and Purity Flour Mills Ltd.

## 1958

- Major additions by Maple Leaf Milling of new milling equipment, rolls and purifiers for Port Colborne and St. Boniface mills.

## 1959

- Toronto Elevator's stock split 3-for-1



## 1960

- Maple Leaf Milling's Port Colborne mill was destroyed by explosion and major fire; one death, six badly burned.
- Toronto Elevators opened Prescott feed plant.

## 1961

- Amalgamation of Toronto Elevators Limited, Maple Leaf Milling Company Limited and Purity Flour Mills Limited. Maple Leaf Mills Limited was the emerging company.

## 1962

- Port Colborne mill was rebuilt; official opening was September 26, 1962.
- Maple Leaf enlarged research building, West Toronto.

## 1963

- Canadian mills signed contracts for 575,000 long tons of flour (later increased to 620,000 long tons) for shipment to Russia and Cuba. Value was in excess of \$65 million. This was the largest flour sale ever made and all Canadian mills worked to capacity for the next 12 months. The sale established a continuing relationship with the U.S.S.R. grain trading organization, Exportkhleb. Maple Leaf Mills a leader in negotiations.

## 1964

- Assets of B & K Milling Company in B.C. sold to Buckerfield's Ltd.
- New office was built at the St. Boniface mill; new warehouse and bulk fertilizer plant at Wallaceburg.

## 1965

- New Montreal flour mill was opened with operating capacity of 2,100 cwt. per day.
- Maple Leaf purchased Almonte Flour Mills Ltd. with capacity of 2,000 cwt. per day; St. Clair Grain & Feed acquired Mickle Mill, Ridgeway, and built a new feed plant.

## 1966

- Steele Briggs Seeds Limited and Red Deer Grain Ltd. were purchased.

## 1967

- Agriculture division assets of Quaker Oats (Canada) Co. Ltd. were purchased by Maple Leaf Mills.

## 1968

- New Master Feed farm acquired at Hornby, plus a new feed plant at Komoka.

## 1969

- Management contract undertaken by Maple Leaf Mills for activating a mill in Haiti.
- Neonex Ltd. transactions, aimed at acquiring 1,078,511 (67.6%) common shares of Maple Leaf Mills.

## 1970

- Neonex Ltd. terminated efforts to gain control of Maple Leaf Mills.

## 1971

- Steele Briggs Seeds Limited sold to A.E. McKenzie Limited.

## 1972

- Company became a partner with Trinidad Government in National Flour Mills Limited, Trinidad.
- Federal Government expropriated the Queen's Quay complex for future redevelopment of Toronto harbor lands.

## 1973

- St. Clair Grain purchased Top Notch Feeds at Tilbury.

## 1974

- Company opened a dry pet food plant at Guelph, Ont., and a new feed plant at Bassano, Alta. Capacity of the Trinidad mill was doubled.

## 1975

- New feed plant at Cavan opened, annual capacity of 60,000 tons.
- Maple Leaf Mills and Lever Bros. commenced a joint venture, construction of a major vegetable oil plant at Windsor, Ont.

## 1976

- Maple Leaf Mills purchased the Pillsbury mill, Calgary, a 10,000 cwt. capacity, from Pillsbury (Canada) Limited for \$3.7 million.
- Norin Corp., of Florida, acquired 74% of the common stock of Maple Leaf of Maple Leaf Mills.

## 1979

- Norin Corp. acquired all outstanding common shares of Maple Leaf Mills.

## 1980

- Canadian Pacific Enterprises Limited, of Montreal, acquired all common shares of Maple Leaf Mills as a result of the purchase of Norin Corp.



'MAPLE LEAF'  
COMPANY PRESIDENTS

Maple Leaf Flour Mills

D.C. Cameron (Sir Douglas Cameron) 1905-10  
Hedley Shaw 1910-13

Maple Leaf Milling Co. Ltd.

Sir Douglas Cameron 1910-21  
James Stewart 1922-30  
C.W. Band 1930-34  
Hon. C.A. Dunning 1934-35  
Everett Bristol 1935-36  
D.C. MacLachlan 1936-49  
K.F. Wadsworth 1949-55  
C.E. Soward 1955-61

Maple Leaf Mills Limited

C.E. Soward 1961-63  
G.M. MacLachlan 1963-69  
R.G. Dale 1969-

PREDECESSOR/RELATED  
COMPANY PRESIDENTS

Toronto Elevators Ltd.

James Playfair 1928-37  
Gordon C. Leitch 1937-54  
J.D. Leitch 1954-61

Western Canada Flour Mills Co. Ltd.  
(Purity Flour Mills Limited from 1945)

A.B. Kelly 1905-24  
D.B. Hanna 1924-38  
A.J. Mitchell 1938-40  
G. Cottrelle 1940-41  
D.I. Walker 1941-54  
A.R. MacKenzie 1954

Campbell Flour Mills Co. Ltd.

Hon. Archibald Campbell 1901-13  
D.A. Campbell 1913-19  
Hedley Shaw 1919-21  
James Stewart 1922-30  
C.W. Band 1930-34  
Hon. C.A. Dunning 1934-35  
Everett Bristol 1935-36  
D.C. MacLachlan 1936-51

Brackman-Ker Milling Co.

H. Brackman 1883-  
D.R. Ker Indeterminate  
A.A. Kell  
D.B. Hanna 1924-37  
A.J. Mitchell 1937-40  
R.H.B. Ker 1940-58  
A.R. MacKenzie 1958-59  
C.E. Soward 1959-60  
L.G. Rupert 1960-63  
W.E. Paterson 1963-66

Hedley Shaw Milling Co. Ltd.

Hedley Shaw 1901-1907  
Hedley Shaw 1914-21 (New company)  
James Stewart 1922-30 (New company)



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