

PART II

CHAPTER XII

THE BEGINNING OF PAPER

1925 was a year of great importance in the history of Fraser Companies for it was that year that their original activities of lumbering and pulp manufacture expanded to include the manufacture of paper, the sale of which is responsible for a large percentage of the annual volume of business today. In order to establish this new phase of the business, a subsidiary was incorporated as Fraser Paper, Limited, under the New Brunswick Companies Act, with license to do business in the State of Maine, for the purpose of manufacturing fine sulphite bond and waxing papers for distribution in the United States market.

The selection of the Madawaska, Maine, site for the mill was strategic, for while sulphite pulp entered the United States from Canada free of duty, there was a high tariff against the entry of Canadian fine papers made from sulphite pulp. This factor had retarded the development of fine paper manufacturing on a large scale, except to the extent justified by the Dominion market. The larger pulp manufacturers had to dry and ship their product by rail to paper mills across the border where it was again liquified for conversion into paper.

By acquiring the subsidiary, Fraser Paper Limited, on the American side, this mill, for manufacturing purposes, became practically an integral part of the Edmundston pulp mill, by the construction of a pipe line about a mile long across the International Bridge, with the wet pulp flowing through the pipeline directly from the Edmundston pulp mill to the paper mill. This also gave the Edmundston pulp mill a continuous outlet of use for a large portion of its output. Another advantageous factor was that it permitted the paper mill to obtain its raw material under such conditions that it made it possible to produce the finished product economically to compete successfully in the American fine paper market. The arrangement was so successful that four years later, a large

competitor was reported to be considering a similar arrangement at St. Leonard's, New Brunswick, Canada, and across the St. John River to Van Buren, Maine, in the United States. However, although considered, the development did not materialize.

One of the interesting initial formalities in connection with the start of the project for erecting the Madawaska paper mill, was the purchase of the old ferry approach road on the Maine side of the river from the town of Madawaska, for a nominal price of one dollar. The agreement provided that unless Fraser built a paper mill at Madawaska within five years the property should revert to the town again.

Prior to 1925, the town of Madawaska contained only a few houses and a few stores, it being primarily surrounded by farm country. The projected construction of the new Madawaska mill in 1925, at the approximate cost of \$2,500,000, called for the greatest single expenditure up to that time, and was financed by a bond issue. The figure included provision for an extensive housing construction program, with lumber for the houses provided from the Fraser sawmills in New Brunswick and Quebec. The town grew rapidly with the construction of the paper mill. By 1929 its population had grown to 2,000, and the population today is 8,000.

The town of Edmundston in 1917, when the sulphite pulp mill had been built, did not exceed 1,500 in population. Following the building of the mill and the establishment of the headquarters of the Fraser Companies, Limited the town rapidly grew, becoming a very attractive place to live and work. Homes were built for the various executives and those employed by the company. In 1920 the Windsor Hotel was built. In 1922 the Madawaska Inn was built in Edmundston and this continues today to operate as company property. By 1929 the company had a very sporting nine hole golf course which has been improved and extended to an 18 hole course, with large modern clubhouse. In 1948 it was the scene of the Ladies Provincial Golf Tournament. Today Edmundston has a large modern hospital which serves all parts of the province, a college, good schools with total

enrollment of 2,200, a fine Cathedral and several other large churches, and many excellent stores. Indications are that it will continue to improve and expand. At present a \$230,000 Town Hall to house the fire, police, and administrative departments is under construction, and completion is anticipated in the early summer. Improvement of the post office is being made, and the building of a large ice arena, at the cost of \$25,000, has been proposed. With all of the necessary arrangements completed for the construction of the Madawaska mill, including the important permission to use the International Bridge for the pipeline to convey the slush pulp from Edmundston to the Madawaska mill, and the acquisition of necessary power for operation, construction was started in May 1925.

On April 16th, Fraser Paper, Limited, a subsidiary of Fraser Companies, Limited, had incorporated under the New Brunswick Companies Act, with an authorized capitalization of one million dollars, and head offices at Plaster Rock. Incorporators were Archibald Fraser, Donald Fraser, and three other officials of Fraser Companies, Limited. In November 1925 number one Fourdrinier machine, with a width of 166 inches, was put into operation at a cost of two million dollars. In February 1926, number two machine was completed and put into operation, giving an annual capacity of 20,000 tons of beached sulphite paper. Before the end of 1925, the Madawaska mill had manufactured its first run of paper. First superintendent of this mill was _____ Hikson. Other members of the initial operating forces were _____

In February and April 1928 two additional Fourdrinier machines were put into operation at the Madawaska mill, number three with a width of 202 inches and number four with a width of 194 inches, at a cost of \$2,100,000. Numbers one, two, three, and four machines were designed for the production of bond, fanform, register, and waxing papers.

In November 1928, number five machine, a catalogue paper machine, with a width of 226 inches was put into operation in the new mill building at a cost of \$1,500,000, to

care for the requirements of the Sears, Roebuck & Company, of Chicago. In February 1930, number six machine, also a catalogue paper machine, the duplicate of number five and its equivalent in cost, was completed and put into operation. J. R. Ritten was first Superintendent of the Catalogue Mill at Madawaska, and other members of its first operating staff were _____

The Madawaska facilities also included a board machine housed in a separate modern building, and this operated until 19____.

With the starting up of the paper mill, one of the two pulp drying machines in Edmundston became idle. This machine was rebuilt during 1926 for the manufacture of board and it had a capacity of 60 tons daily. In July 1926, Fraser Companies Limited opened an office ^{in Toronto,} under the direction of T. H. McDermott, widely experienced in paper sales, to handle the sale of the Edmundston board mill.

During 1928, further improvement was made to handle larger production, the new unit starting operation in July 1928 with a capacity of _____. Other new units put into operation in 1928 were the groundwood mill, which went into production in October, with a capacity of 150 tons daily. Additional screening equipment was installed in the sulphite mill, raising output of this mill to 200 tons daily.

All of the buildings constructed in connection with the Madawaska operation were the newest and most advanced type, including the equipment for control and quality tests in line with the company's established policy of product control in every step of the operation, so faithfully adhered to throughout the years from the beginning of the company, when early methods in maintaining quality were well advanced of the time.

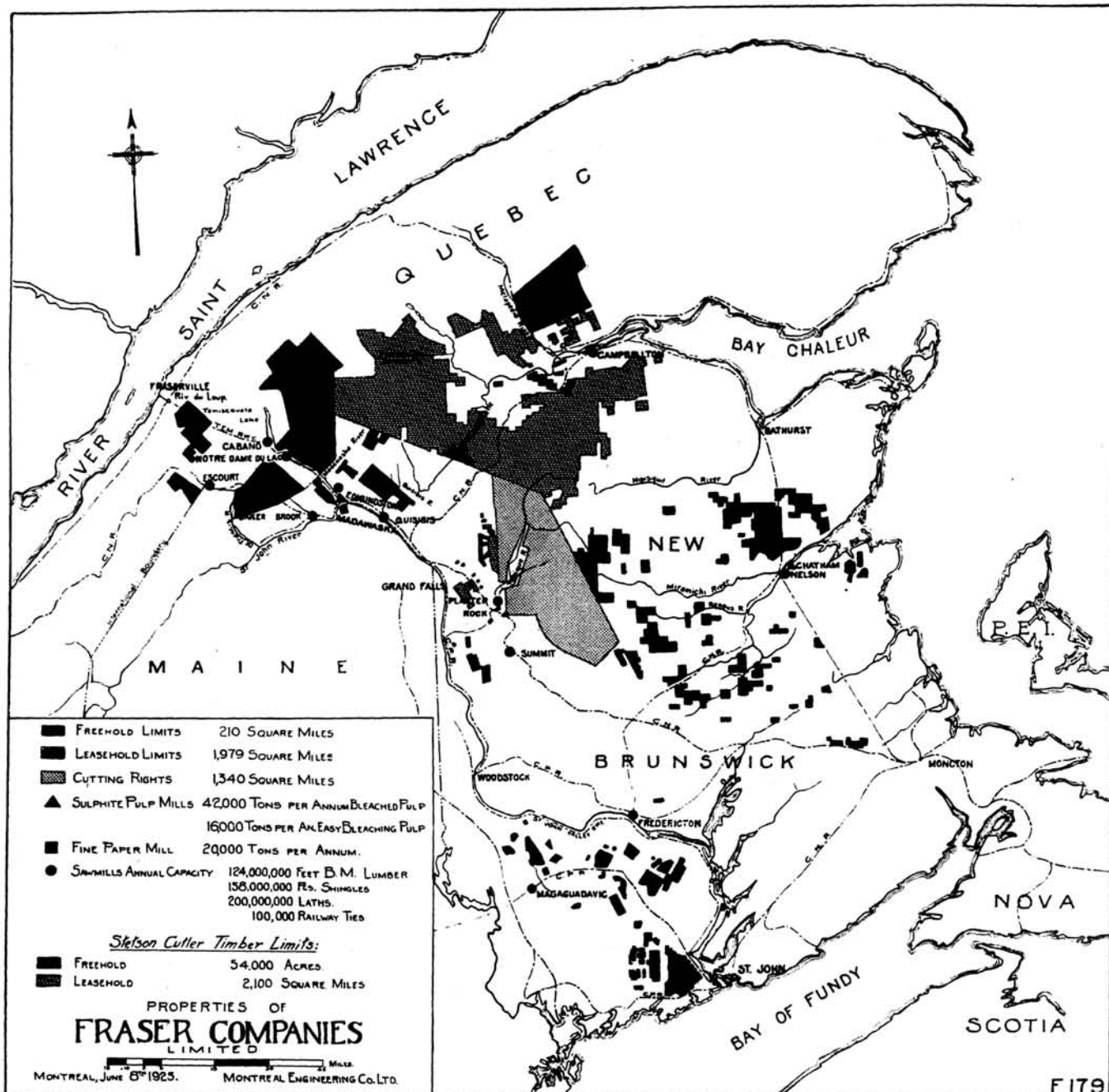
A. W. Brebner, who had been manager of the Edmundston mill from 1919 on, also became manager of the Madawaska mill in 1925.

Another milestone in Fraser development occurred in 1925, with the purchase of the control of Stetson, Cutler and Company, Limited, and its subsidiaries, including Richards Manufacturing Company, Limited; Continental Lumber Company, Limited; Stetson, Cutler and Redmond, New York; and East River Dock and Supply Company, New York. The first development of these properties had been as early as 1881 and 1893 when Gilgour Shives originated the initial holdings, the Shives sawmill properties, near the town of Campbellton. Incorporated in 1902 as Shives Lumber Company, ^{limited} in 1921 the name had been changed to Stetson, Cutler and Company, Limited, and three years after its purchase by Fraser, in 1928, it became the Restigouche Company, Limited, a subsidiary of Fraser Companies, Limited. At a Directors meeting ~~the~~ following the purchase of the Stetson, Cutler and Company, Limited, Archibald Fraser was elected President and General Manager, and Donald Fraser, William Matheson, W. F. Napier and Ward C. Pitfield were elected Directors. F. J. Beattie, later a Fraser Director had been manager of this company.

With this transaction, the valuable and extensive lumber business of Stetson, Cutler and Company, Limited came into the possession of Fraser, giving the control of approximately 2,100 square miles of timberlands in the Province of Quebec on the Tobique River, Green River, and Charlo River, and about 50,000 acres of freehold timberlands particularly on the Restigouche River in New Brunswick. Several large sawmills located at Athol, Campbellton, Richardsville, Charlo and St. John, New Brunswick, were also acquired, with an annual manufacturing capacity of approximately 60 million feet board measure of lumber.

It may be interesting at this point, to pause and take stock of the overall scope of Fraser Companies, Limited and subsidiaries, in the year 1925. A review of the annual productive capacity of the round dozen of lumber mills in operation at this time shows their annual capacity to be 124,000,000 ft bm of lumber, 158,000,000 pieces of shingles, 200,000,000 ft bm. of laths, and 100,000 railway ties, with the production

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of the various mills as follows:

| <u>MILL</u> | <u>LUMBER</u> <u>FT. BM</u> | <u>SHINGLES</u> <u>PIECES</u> |
|---------------------------|--------------------------------|----------------------------------|
| CABANO, Quebec | 25,000,000 | 60,000,000 |
| PLASTER ROCK, N.B. | 20,000,000 | 25,000,000 |
| FREDERICTON, N.B. | 15,000,000 | 3,000,000 |
| NELSON, N.B. | 15,000,000 | |
| ESCOURT, N.B. | 10,000,000 | 10,000,000 |
| NOTRE DAME DU LAC, Quebec | 7,000,000 | |
| QUISIBIS, N.B. | 12,000,000 | |
| BAKER BROOK, N.B. | | 15,000,000 |
| MAGAGUADAVIC, N.B. | 4,000,000 | |
| EDMUNDSTON, N.B. | | 30,000,000 |
| SUMMIT, N.B. | 1,000,000 | |
| CAMPBELLTON, N.B. | 15,000,000 | 15,000,000 |
| TOTAL ANNUAL CAPACITY- | <u>124,000,000</u> | <u>158,000,000</u> |

Another interesting point to consider was the status of Timber Properties owned or controlled by Fraser Companies, Limited in the year 1925. The company owned 210 square miles of freehold timber lands, located mostly in the eastern part of the Province of Quebec and in the Province of New Brunswick in the vicinity of Lake Temiscouata and the Edmundston mill. It controlled by lease from the Province of Quebec 859 square miles and from the Province of New Brunswick, 1,120 square miles of timber lands. These timber areas, totaling approximately 2,189 square miles, situated on watershed of the St. John, Restigouche, Tobique, Miramichi, Madawaska and other rivers tributary to the company's principal plants were estimated to contain 1,892,000,000 feet (board measure) of spruce, pine, and cedar saw logs; and 4,998,000 cords of pulpwood. In addition, the Company leased cutting rights on about 1,200 square miles of privately owned timber lands in New Brunswick. Further through ownership of all of the capital stock of the acquisition of Stetson, Cutler & Company, Limited, which company entered so prominently in the success of Fraser operations, Fraser Companies also controlled, in 1925, 2,100 square miles of Quebec and New Brunswick leasehold timberlands and 54,000 acres of New Brunswick freehold timberlands, together with sawmills equipped to produce about 60,000,000 feet of lumber annually. The map on the opposite page conveys some idea of

the extent and compactness of the large area of standing timber controlled by Fraser Companies, Limited, in 1925, and also shows the strategic location the Company's pulp mills and saw mills in relation to the timber limits.

In 1925, the large amount of invested capital necessary to the extensive manufacture of pulp and lumber engaged in by Fraser Companies, at this time, gives some idea of this company's operations, as expressed by the value of its annual sales, wages, distribution, etc . The real estate, buildings, freehold and leasehold timber limits, manufacturing plants and other operating properties of Fraser Companies which, at this time included the value of the new mill at Madawaska, on which construction was then started, represented a total investment in excess of \$17,000,000. In addition to the company's investment in these fixed assets, a considerable amount of liquid capital was required to operate such a business where large supplies of raw material and finished product have to be carried, and these net current assets or "working capital" as utilized in Fraser Companies business, in 1925 approximated \$4,000,000. So that the total capital required to establish and operate the company's business was in excess of \$21,000,000.

At this time, practically the entire output of Fraser Companies was sold abroad, either in the United States or overseas, and the gross value of sales of the company and its subsidiaries was in 1925 in excess of \$10,000,000 per annum, representing a most important contribution towards the favorable balance of export trade which has been built up by Canada and also towards the earnings of Canadian railway and shipping companies.

* * *

Another interesting factor to consider was the broad benefits of Fraser Companies extensive operations to Canadian business generally, especially to manufacturers and distributors of mill supplies and machinery, coal, clothing and provisions, although this amount can hardly be estimated. The value to the Quebec and New Brunswick

communities in which the companies operated in 1925, may be gathered from the fact that each year the company and its subsidiaries distributed approximately \$6 million in wages. Including men employed in woods and sawmill operations, in 1925, they provided annual employment and a means of livelihood for approximately 12,000 Quebec and New Brunswick workmen and their families.

With a backward glance at the early efforts of the founder and his modest beginning, it is difficult to realize that his efforts and those with whom he was associated during the 40 years of his lumbering operations in Canada, could in the span of years from 1877 to 1925, less than five decades later, pyramid to such tremendous proportions of successful operations. "Surely he builded well."

The succeeding years from 1925 on have brought increasing progress and growth not only reflected in the broad scope of the company and its subsidiaries today but with tomorrow's plans revealed, they point to an ever-expanding ever growing development for the companies that is indeed a wonderful tribute to the courage and leadership of Donald Fraser, - as well as his ability to plan and bring into being his dreams and visualizations for growth.

* * *

In June 1926, extensive timberland and properties of Edward Sinclair Lumber Company, Limited in Northumberland and Gloucester County, were taken over by Fraser Companies, but the sawmill at Newcastle on the Northwest Miramichi River obtained in this transaction, was never operated. However this important purchase has been in the news recently due to the fact that it is today the site of the soon to be completed six million dollar bleached sulphate mill the company is erecting there.

Between 1927 and 1929 a half interest in other properties on the Miramichi was obtained, consisting of timber limits of D & J Ritchie Company, O'Brien, Limited,

Robinson Company, Limited, the Buckley Estate and J B Snowball Companies. These properties were later divided between Fraser Companies and the Miramichi Lumber Company. About 1928, Fraser Companies Ltd, in conjunction with Robert England and timberland owners, constructed a dam on the Big Black River at Conners Sluice in the state of Maine, the storage water in the dam being for the purpose of facilitating summer or late spring driving of pulpwood on the main St John River into their holding grounds either at Kennedy Island or below the mouth of Baker Brook. The wood held there was eventually hauled out of the river at Edmundston, at the mouth of the Madawaska River.

The last long line of sawmills was erected below Baker Brook on the St. John River to take care of logs produced on the watershed on the St. John River in the State of Maine and the Province of Quebec, and commenced operations in 1930/

* * *

Among the many important and interesting local developments that followed in the wake of the construction of the Edmundston and Madawaska mills, was the installation of a Pulp and Paper course in the Edmundston High Schools in 1928. With Edmundston called the leading pulp and paper center in the Province at this time, and the industry's field comparatively new, provisions for the education of young people interested in equipping themselves to take their place in this fast-growing industry was necessitated, and eagerly welcomed. Prominent in the formation of the courses and in their instruction, were Leo C Kelley, then sulphite superintendent of Fraser Companies, T. . Richards, Board of School Trustees, and B. Bishop and Martin Theriault of the Educational Vocational School staff. The first session was held in September 1928/ By the second year, it rated a full page write-up in the Pulp and Paper Magazine of Canada. The class numbered well over thirty, with courses being given in

the theory of pulp and paper making, chemistry, physics, paper laboratory work, draughting, blue print reading, etc. K.S. Maclachlan, always outstanding in his interest in education for young men in the industry, was the principal speaker at the opening session in October 1928.

Other familiar names on the list of directors and instructors were J.W.D. Hierlihy, Leo Kelley, and Dr. P.H. Laporte. The Graduating class held its banquet at Madawaska Inn, and many students from considerable distance were among them. The school continued to be carried on until the inception of interplant university training developed as the pulp industry developed. This policy continues today at Fraser Companies, giving experience to University students during their summer holidays in the laboratory and other phases of the mill work, and is today a project of the University of New Brunswick in cooperation with the leading pulp and paper plants throughout the province. Serving prominently on the Committee of this project is W.H. Birchard.

In 1928, items covering news of Madawaska and Edmundston reported the construction of 70 new houses required by workers of the Madawaska paper mill, also the building of a hotel and one or two garages. This news report stated that about 250 men were then employed in the mill and on construction, and it was anticipated that the number would be more than doubled during that year, necessitating the housing increase.

Other items reported at that same time was the appointment of Archibald Fraser as the new executive of the New Brunswick Forest Products Association, as ~~representative~~ a representative for the pulp and paper industry of the New Brunswick Lumbermen's Safety Council. As a matter of fact, much space could be devoted to the listing of Fraser executives, who, over the years have served in prominent capacities in organizations concerned with the development of the lumber, pulp and paper industry.

For instance, in 1931, Aubrey Crabtree was President of Canadian Pulp and Paper Association and in 1947 served as Chairman of the Executive Board. In 1942, R.G. Macfarlane was President of the Canadian Forestry Section of CPPA for the New Brunswick section, and became chairman in 1946. That year, CC Atkinson was also a councillor of that organization. The post of of CPPA was held by Cecil Matheson in 1945; and in 1943, Mr. E.W. Ross was President of the Canadian Lumbermen's Association. V.H Emory was Councillor of CPPA, Technical section in 1938 and chairman in 1940; while various members of Fraser Companies Technical staff were prominent during the years, including W.A. Ketchen, Councillor of the Technical Section of CPPA in 1942; WH Birchard, Chairman of the same association in 1946, and others including G.P. Benberg, LJ Rioux, L.G. Sears, J.W.D. Hierlihy, F.R. Killam, A.C. Rogers and Dr. A.J. Corey, who also held officerships at various times.

Other Fraser men participating in various associations for the advancement of the industry were D.A. MacAlary a member of the Industrial Relations Board and D.A. Fraser Vice President of the New Brunswick Accident Prevention Association in 1935.

In 1932, first of three Fraser Technical men to be accorded the honor of winning the Weldon Medal for the most meritorious contribution to the annual meeting of the Technical Section of CPPA were Gustaf P Genberg, who was an important and early member of Fraser Companies Technical staff in Edmundston, Madawaska and Atholville, as well as being prominent in the Technical section of CPPA from 1923 to 1934.

In 1934, W.A. Ketchen won the Weldon Award for his paper "Curl in Sulphite Papers" and A.C. Rogers, who in 1940 won this award for his paper on "Printing Inks in Relation to Paper". Following the establishment of the New York Sales Office, Fraser executives were prominent in the American Pulp and Paper Association. The late Fred Cole and J.G. Conley served as chairmen of the Groundwood and Sulphite associations in 1940 and 1946.

CHAPTER XIII

EXPANSION OF PULP MANUFACTURE

With reports current in the spring of 1928 that Frasers were planning to build a new pulp mill or combination pulp and paper plant on the Miramichi River, and with engineers investigating a site at Newcastle, a committee of business men from Chatham went to Fredericton to propose the establishment of the Fraser plant there. However, their hopes did not materialize, and, in October of that year, the announcement of the construction of a \$2,500,000 bleached sulphite pulp mill at Atholville near Campbellton was made by R. B. Hanson, KCMP, Solicitor for Fraser Companies, Limited. In order to facilitate work, Archibald Fraser, President, announced that concrete foundations were to be laid in the fall, in readiness for structural construction in the early spring of 1929. In 1929 construction of the mill was begun. It was designed by F. O. White, the company's chief engineer today, as well as then, with the collaboration of G. A. Armbruster, and J. D. Jenssen. The mill was built by E. G. M. Cape and Company. It's daily capacity required about 100,000 cords of pulpwood for the yearly production of 45,000 tons of pulp and provided continuous employment to several hundred men.

One of the early steps taken was the arrangement for division of the highway at Athol, where the main road cut through the mill site at that time. This was done in conference with Honorable D. Stewart, Minister of Public Works for New Brunswick. Fraser Companies had two large sawmills at Athol at the time, and the site selected for the pulp mill was on a plateau between the two sawmills. The location was very advantageous since pulpwood supplies could be brought directly in by water from the Restigouche River, as well as from the Gaspé Peninsula, Quebec, and shipment of the finished product could be made by either water or rail.

Power for the mill was provided from the Grand Falls power plant completed in the spring of 1928, and conveyed over Fraser's own transmission line from Grand Falls

across the province to the mill at Campbellton. By May 1929, excavation operations in connection with the mill were well under way. During the late winter and spring, a crew of men had been employed erecting company building for use in construction operations. The aim, at the time, was to have all steel superstructure and the concrete work finished by early August in order that production could begin in the fall.

A completely unique feature of the mill was a huge settling and aerating basin almost two acres in area, necessitated to protect the famous salmon in the Restigouche River. Cooperating with the Government to provide this feature, the settling basin was constructed with the idea that any sulphite left in the effluence from the blow pits could be completely oxidized, making the discharge of mill water into the river completely harmless to the fish life in the streams.

At the time construction was started on the Restigouche mill, Campbellton was already quite an important town, due to the fact that it had been built up around the large sawmills in the district, among them, the Fraser sawmill at Athol. The erection of the pulp mill was a great stimulant to further growth, providing extensive employment in the new plants. The Canadian National Railways served the town. The new project necessitated an extensive housing program at nearby Atholville, as it was then called, to provide quarters for the extensive employment mill operation would require. Consequently, the company laid out a pretty town site on the hillside with a group of houses constituting a suburb of Campbellton. Incidentally, at this time, thirty new houses were being built at Edmundston because of extensions being made in the Fraser pulp mill, as well as the installation of two new machines at Madawaska resulting in increased employment. The Restigouche mill came into production in the spring of 1930 with an output of 45,000 tons of bleached sulphite pulp, part of which was for conversion into paper, and the balance, dissolving pulp, for conversion into rayon and cellophane. Constructed to use the available raw material in this section, vast areas of finest spruce, the Restigouche mill was a model of

scientific planning. A very fine brick structure, laid out so as to give a straight line flow of materials all the way from the river and wood pile to the shipping room, the design and equipment of the plant embodied the latest practice of the industry and the most efficient equipment available. A careful survey had been made by the company's engineers and operating superintendents, which covered every phase of the process from barking the wood to shipping the finished product, assuring a practical working unit that has proven itself in operation through the intervening years. From time to time, the mill has been enlarged, a fine modern laboratory added, but fundamentally, the original unit continues today to make possible the same efficiency in every step of operation so carefully worked out at its inception by its engineer, F. O. White, and its builders.

The operating staff at the time the Restigouche mill started production were A. W. Brebner, General Manager; F. O. White, Chief Engineer; F. Bulger, Superintendent; Leo Rioux, Assistant Superintendent, days; Alex Brebner, Assistant Superintendent, nights; A. J. Elliott, Assistant Superintendent, nights; J. Green, Steam Plant Superintendent, J. Dunbar, Master Mechanic; A. A. Pickard, Chief Engineer; G. P. Genbery, Chief Chemist; G. P. Jones, Division Chemist; J. A. MacMurray, Resident Engineer; I. Deacon, Office Manager; W. S. Richards, Manager - Sawmills; F. Blackhall, Woods Manager.

The February 5, 1941 issue of the Pulp and Paper Magazine of Canada carried an interesting and well illustrated article on the new Restigouche mill at Athol written by its editor, J. P. Stephenson, in collaboration with Fraser's Chief Engineer, F. O. White. The same issue carried many advertisements of suppliers who had provided the up-to-date equipment for the mill which was called "A Milepost in Advanced Sulphite Mill Design" which, indeed, it was.

* * *

The various extensions and acquisitions had caused a heavy drain on the finances of Fraser Companies, Limited, and, before the Atholville pulp mill could be placed in operation, the financial upheaval of October 1929 struck in Canada as well as in the United States. Values slumped to over 50 per cent with lumber prices dropping

to the low levels of prices in 1905. With the great slump in the price of products and the indebtedness involved in recent expansions, the financial condition of Fraser Companies, like that of many other leading companies everywhere, at this time, became seriously impaired. Through the bank and bondholders, who were heavy creditors, in April 1930, Mr. K.S. Maclachlan, then Managing Director of Alliance Paper, Ltd., was appointed General Manager of the company. A man of marked practicality, he was especially equipped for the post. His technical education had been thorough and he had gained a wide knowledge of the various branches of the pulp and paper industry through first-hand experience. Because an article by A.R.R. Jones for the Pulp and Paper Magazine of Canada, appearing in their May 30, 1929 issue, portrays his standing in the industry, describes his career, ideas and ideals especially well, it is quoted here, supplemented by the author parenthetically with biographical material.

Titled "A Believer in Young Men, K.S. Maclachlan, Educationalist and Executive... the article, illustrated with a photograph of Mr. Maclachlan, then a man of thirty-seven states: "Among the younger men in the Canadian pulp industry, there are few figures more outstanding than that of Mr. K.S. Maclachlan, Managing Director of Alliance Paper Mills, Ltd.... a Toronto n by birth (January 23, 1892) Mr. Maclachlan is a graduate of the University of Toronto where he obtained his B.A.Sc. degree (earlier education, Model School there, Jarvis St. Collegiate Institute, St. Andrews College) from 1913-1915 Superintendent of Metals Chemical Co; Construction Engineer, National Synthetic Co., Perth Amboy, N.J., 1916)... During the war (World War I) he was connected with the Munitions Board in the explosives department where he did excellent work (Supervisor of Production and Distribution of Explosives, Imperial Munitions Board, 1916-18)... then O.T.C. Canadian Engineers, 1918) ...and, for awhile he was associated with the Ontario Department of Education (as assistant director of Technical Education, Prov. of Ontario, 1919)... All the time, he was carefully looking over the ground with the object of determining in what direction he should make his life work.... This question ultimately solved by his deciding on the pulp and paper

industry. Accordingly, he joined the concern then known as the Lincoln Paper Mills Co., Ltd., Merritton, Ontario, of which the late Mr. W. D. Woodruff was president...at these mills he took his apprenticeship course and went through all the various departments of pulp and paper manufacturing. Shortly after Mr. Woodruff's death, ..was appointed General Manager of the company.....and continued that position until a few months ago when the consolidation which resulted in Alliance Paper Mills, took place...a remarkable young man for so important and responsible an executive position. When the recent amalgamation took place he became Managing Director....."

"In the time he has been connected with the pulp and paper industry, Mr. MacLachlan has gained a remarkably extensive knowledge of the industry in its various branches. He has always taken a particularly keen interest in new developments affecting the industry, whether these pertain to the mechanical equipment or to improvements in processes and methods of manufacture.....an industrialist who never loses sight of the necessity, in these days when research is playing so large a part that science and industry must join hands to keep a business on a high plane of progress and success. ...a great believer in getting young men of promise and intelligence and education to join up with the industry...giving many young university graduates opportunity....."

"Mr. MacLachlan is a man of great force of character. His mind works quickly, but his decisions, though swift are the fruit of due consideration.....In short...he possesses both vision and practicality. A man who has known Mr. MacLachlan for some years has remarked on his ability not only to build confidence and goodwill between executive and the men who work for him, but also to work in harmony with competitors and customersFor two years, 1926-27, he served as Chairman of Book and Writing Section and member of Executive Council of CPPA....member of the Educational Committee for several years, and Director of the Pulp and Paper Research Corporation..... a remarkably good and public spirited citizen...when taking his apprenticeship course...acted as secretary of the local branch of the Paper-makers Union...the beneficent work of the Ontario Pulp

Maker's Association (of which organization he has been president)... Outside of his business and cognate activities, he is preeminently an out-of-doors man... a great reader of worth-while books... particularly, biography. His energy is untiring and he puts his whole heart into whatever he undertakes. Of genial nature and sociable disposition, has literally 'troops of friends' and has, himself, his friends testify, a singular genius for friendship.'"

The same year K.S. MacLachlan joined Fraser Companies, in 1930 another man destined to hold a leading executive position in the organization joined Fraser's. In the fall of 1930, today's President and General Manager, Aubrey Crabtree, came to the company as General Superintendent of Fraser Paper, Limited, from a similar executive post at Canada Paper Company, Windsor Mills, Quebec. Here, too he was the Resident Manager of this concern.

Aubrey Crabtree was born in Joliette, Quebec in 1898. He came naturally by his career as a paper-maker, being a member of the third generation of Crabtrees prominent in the industry in Canada. George C. Carruthers, in his book, "Paper in the Making", published in 1947, and covering the story of The First Century of Paper Making in Canada devotes an entire chapter to the Crabtree family and its contributions to the Canadian Paper industry, as well as the interesting early background of the family in England. It is a fascinating account, bringing in many factors of interest from an economic standpoint as related to the English paper making industry in ^{the} 1870's and on through the early twentieth century as the family becomes active in the industry in Canada, up through its growth and progress to 1936, the year after David Crabtree, Aubrey's grandfather, died in Canada at the venerable age of 88.

The Chapter headed "The Crabtrees, -1892- begins "The name of Crabtree has long

been famous, both in the manufacturing and executive aspects of the Canadian paper industry. Edwin Crabtree, a papermaker of the old school, came to Canada from England in 1892, with his sons, Walter, Herbert, Edwin, Harold, and Ray. David, the eldest son, had come out to the states a few months previously, but he soon joined the family at Joliette, Province of Quebec. The story of his ^{father's} paper-making career was told by his son David in the 1927 International Number of the Pulp and Paper Magazine (official publication of the Canadian Pulp and Paper Association) and it was so well told (George Carruther's book continues) that we feel we cannot do better than reproduce it here:

"My introduction to papermaking (David ^{As father} writes) occurred as far back as 1874, when, as a boy of four, I went with mother to take Father's dinner to the mill of Jas. Wrigley & Son, Bury, Lancashire, England, when he was working as machine tender. This was a ten-machine mill, making fine papers. Later on, I worked in this plant myself. Two years or so after—that is, when I was six years of age - I carried Father's meals to Standish Paper Mills. This was a news mill, with two 80-inch fourdrinier machines. The raw material used was entirely straw and esparto, in the proportion of about 70% of the former to 30% of the latter. The production of the two machines, running day and night from Monday morning to Saturday noon was about 56,000 lb. for the week. The machine-tenders were paid on a piece-work basis, the rate being at that time 3 s9d per 1,000 lb. which was divided between the machine tenders. In order to stimulate production, a small bonus was offered if the machines turned out 30,000 lb. each in a week. This was eventually accomplished, with the result that a machine-tender averaged \$10.00 a week - an exceptional wage in those days. What a contrast to the present, where six hours output of one of our modern news machines is more than equal to a whole week's production at Standish fifty years ago! At the Standish rate of pay, a present-day (1927) machine tender would draw about \$50 a day of eight hours."....."I was a little less

then ten years old", writes David, when a serious accident happened to Father, and I, as the eldest of a large family had to go to work. My first job was "sheet laying" on a revolving cutter.....I worked along with other boys a little older than myself. We were all "half-timers", that is, we worked half a day and went to school the other half, alternating morning and afternoon every other week. For this we received the magnificent sum of 75 cents a week. When on the morning shift, we started work at 6 a.m. and had to walk about a mile and a half before getting there...after Father recovered from his accident, we moved to another town, Clitheroe, Lancashire, and I continued as a cutter boy and school boy...when I was twelve years of age, I left day school entirely, and was thenceforth a "full timer" at the mill, where my wages were about the equivalent of \$2.00 a week. This was turned into the family exchequer, and I was awarded 6¢ a week for pocket money. ...By the time I was sixteen (1886) it began to dawn on me that if I was ever to get anywhere, some other knowledge than merely "practical" would be necessary. I procured some of the then existing books on papermaking and endeavoured to absorb some of the "technical stuff" This did not come so easy, owing to my total ignorance of chemistry...."David ^{then} tells of how his father moved about twenty miles from Manchester where he was given charge of a two-machine plant, when David was 18, the son put in charge of part of the washing and bleaching plant, working 15 hours a day, with one crew, but shutting down for the week at 2 p.m. on Saturday, ^{This gave} giving him time to continue the study of chemistry. ^{at a fine technical school at New Mills, then under} Here he carried off several prizes ^{away,} for advanced organic and inorganic chemistry, a little later managing to win the Bronze Medal of the City and Guilds of London Institute for "Paper Manufacture." At the age of twenty one he read of an opportunity to go to America, and in June 1892 arrived in Boston. " Space does not permit the entire inclusion of David's very interesting article but ^{by} in 1905, his father (Aubrey Crabtree's grandfather) Edwin Crabtree, had established the Crabtree Mills in Quebec, The mill started up in the spring of 1906. for \$199,000/ Three years later the firm of Edwin Crabtree & Sons was capitalized. In 1912 the mill was completely burned, but it was soon rebuilt on a larger scale, and started up in

in May 1913. In 1916, the Canadian interests of the Crabtrees were merged with those of Howard Smith Paper Mills, Ltd, under the name of the latter company, and David Crabtree was in charge of the mill. Mr. Crabtree, Sr. retired from business the following year, and David the year after that, his brother Kay taking his place as mill manager. But in 1920 David took over the management of the Beauharnois mill and stayed there five years after which he retired altogether.

It was in the Crabtree mill that Aubrey Crabtree worked, following the family tradition, until he enlisted for service overseas in the first World War. On his return in 1919, he engaged in further studies and then re-entered business.

From 1920 until 1928, he served in various capacities with Edwin Crabtree and Sons, at Sunapee, New Hampshire, Adams Paper Company, Wells River, Vermont, and Howard Smith Paper Mills Limited, At Crabtree Mills and Beauharnois, Quebec. In 1928, Mr. Crabtree was made general superintendent of Canada Paper Company at Windsor Mills, Quebec. Later he became the Resident Manager.

In the fall of 1930, he joined Fraser Companies, as general superintendent of Fraser Paper, Limited and was appointed General Manager of that company in 1935. Few men have had such wide manufacturing experience. But more of his rise to the executive heading up of Fraser Companies, Limited, which he occupies today, will be recounted later.

* * *

Among other men who joined Fraser Companies in 1930, the year Aubrey Crabtree came to the companies, were Verne C. Emory, who is today, Mills Manager of the Edmundston Sulphite Pulp Mill. He has also been prominent in the activities of the Technical Section of the Canadian Pulp and Paper Association.

Also in 1930, T.M. Barry became Superintendent of the Catalog Mill at Madawaska, Maine, after resigning from a technical post with the Spruce Power and Paper Company.

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To return to the severe problems encountered following the financial upheaval of 1929 -- early in 1932, a reorganization of Fraser Companies, Limited and its subsidiaries was effected, whereby bond interest was deferred, common stock split, and fixed assets reduced in an endeavour to weather the depression. At the time of this financial reorganization, a new Board of Directors was elected to carry on these operations. In addition to Archibald Fraser, President, and Donald Fraser, Vice President, both of whom were retained as members of the Board, others were K.S. MacLachlan, Andrew Brebner, George Mead, William Matheson, Thomas Matheson and Ward S. Pitfield. This Board of Directors served from April 7, 1931 to December 22, 1932, the new board under the reorganized set-up being Harold Crabtree, Donald Fraser, Andrew Brebner, A.S. MacLachlan, Robert F. Massie, William Matheson and Ward Pitfield. They served from December 12, 1932 to February 9, 1933.

In May 1931, Fraser Companies Limited opened an office in Montreal, bringing to it Cecil M. Matheson, T.A. Hendry, and Eric Walker. Less than a year later, K.S. MacLachlan moved his headquarters from Edmundston to the Montreal office and opened a Lumber Sales Department, Traffic and Pulp Sales Department. F.X. Balanger, E.W. Ross and Hugh McKay constituted the Lumber Sales Department. J.T. Mackenzie was the Traffic Manager and J.F. Patton and Norman Allen constituted the Pulp Sales Department.

From the time of the completion of the Fraser Paper Limited mills at Madawaska, Maine, the sales of the products of these mills was handled in the United States by the Mead-Patton Company, New York. On March 24, 1932, Fraser Industries, Incorporated,

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was organized under the laws of the State of Maine to sell the products of the mills of the companies in the United States. On January 1, 1931, the New York Sales offices of Fraser Industries, Incorporated, were opened at 230 Park Avenue by J. G. Conley, to care for eastern sales, and, simultaneously, the Chicago offices were opened by F. W. Cole, to care for western sales, with T. Hendry, Vice President, as Sales Manager.

Mr. Conley recalls that among the products sold, at this time, was Fraser's Snowland watermarked Bond, today again being promoted under its own brand name after having been successfully sold during the interval of years until 1948 under the private brand names of leading distributors.

On October 19, 1937, Fraser Industries (London), Limited, was incorporated and an office was established in London, England, for the purpose of handling United Kingdom sales abroad. First head of the London office was Kiev Larsen. Fred Johnson, today in charge there, has headed the office for the past----years.

* * *

In the fall of 1929, Archibald Fraser, who had made his home since 1918 in Fredericton, at his estate on the St. John River, moved to Edmundston, where his son Donald, then an executive of the Pulp and Paperboard operations, had been located for some time. Following the completion of his education at the model school at Fredericton and Upper Canada College, Toronto, Donald had started working for the company at Cabano in the summer of 1923 at the age of 19. His experience had been well rounded out, in the family tradition, including spring and summer work on the drive and winter work in the woods, experience in the Edmundston office, in various posts, and in the Spring and Fall of 1925 as Mill Superintendent at the Victoria Mill in Fredericton. In 1925, he was appointed Assistant to Andrew Brebner, when the latter became manager of the newly constructed Madawaska mill, then in the

same capacity, assistant to Mr. Frank Lyden. Subsequently, he was the one to work out the Point Standards Payment System in Edmundston, and, in January 1933, was appointed Assistant to the President, K.S. Maclachlan.

The cornerstone of the success of his grandfather's early efforts in developing Fraser Companies had been built by an organization made up of those who had worked for him from the early days, and it was always his policy and that of his sons, Archibald and Donald, to train competent successors, surrounding themselves with young men and other associates in whom they could place their trust and who could carry on the traditions on which the early company was founded. Donald Fraser, now the third generation of his family today active in Fraser Companies, was but one of many descendants of the early key men of the company who grew as it grew in the early years. Archibald Fraser's other son, Archie, now with Mead Corporation, was in the company following the completion of his college education at Harvard Law School until becoming an officer in the RAF during the war.

Today three sons of the late William Matheson also occupy important positions in the operations. His eldest son, Cecil is head of the Pulp Sales for Fraser Companies, Limited, another son, Alex, is Traffic Manager, and Kenneth is Legal Advisor. Many other similar instances of growth within the ranks could be cited.

This policy has, no doubt, accounted in a large respect for the continued success of the company over the years, and, in addition, is building for tomorrow with men inculcated with those sound ideals and policies for which this company has long been known and respected.