

1954

Ford Graphic. Ford Golden Jubilee, 1904-1954

Ford Motor Company of Canada

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Ford Graphic

A Newspaper for the Employees of Ford Motor Company of Canada, Limited

Vol. 7, No. 15

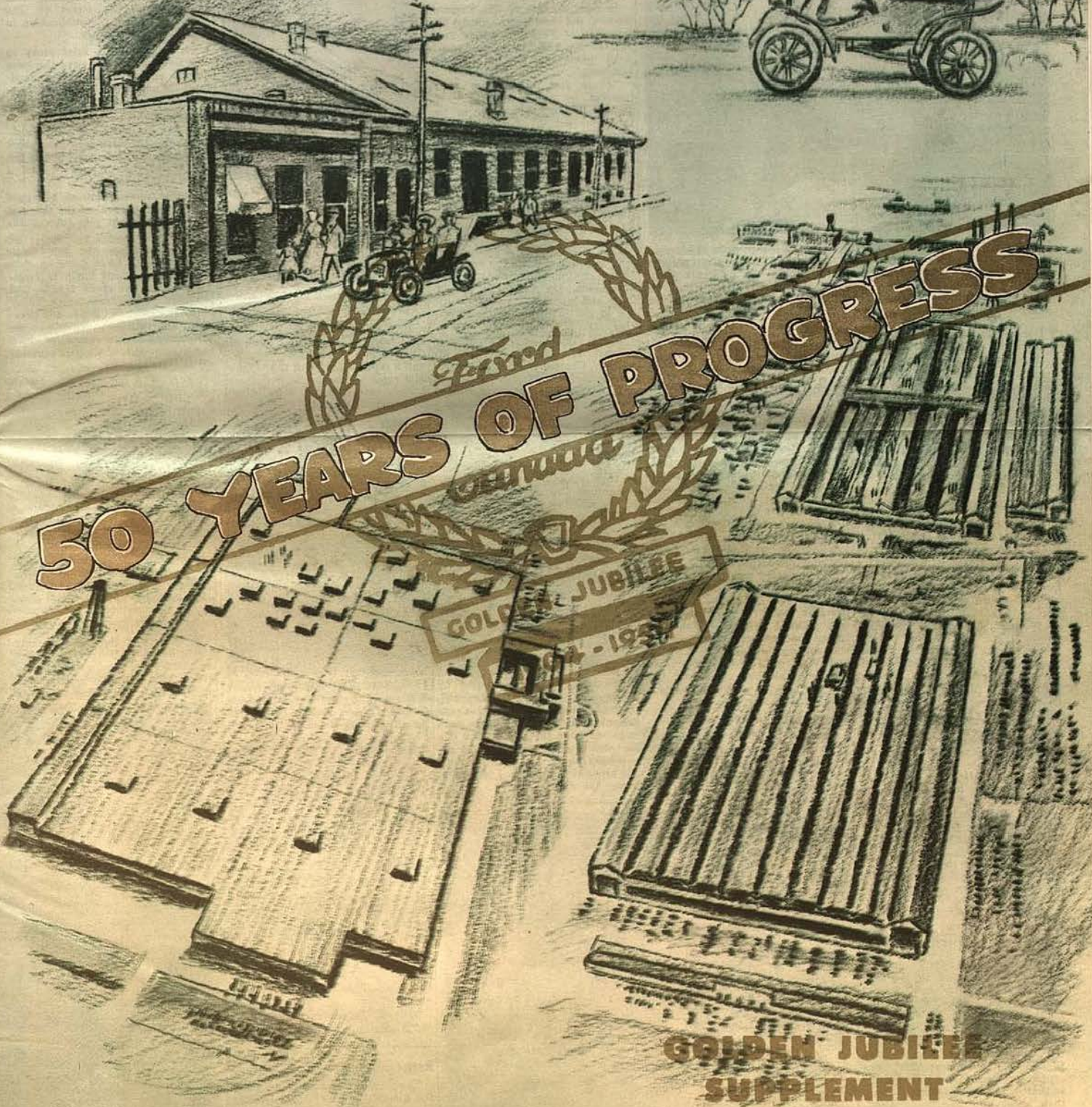
WINDSOR, ONTARIO

August 17, 1954



50 YEARS OF PROGRESS

Ford
GENUINE
GOLDEN JUBILEE
1904 - 1954



GOLDEN JUBILEE
SUPPLEMENT

BORN:

To Canada, Aug. 17, 1904, An Industry, Both Well



ONLY SURVIVING ORIGINAL SHAREHOLDER of Ford of Canada is John Stodgell, Strabane Avenue, shown gazing at a long-ago picture of his family. John and Emma Stodgell both will celebrate their 90th birthday this month, he on the 13th, and she on the 21st. In declining to be photographed, Mrs. Stodgell commented: "I'm a little past the photographing stage."

IT was a hot, humid August, like so many others in Windsor before and since.

At "The Sign of the Golden Boot" (J. S. Edgar & Son, 25 Sandwich East), men's \$1 straw sailors were on sale for .25c, and you could buy a .25c straw sailor for .10c. Albert Scott, up at his coal and wood yard on Ouellette Avenue, was advertising: "As Winter Is Coming—Now Is The Time to Fill Your Coal Bin."

Beach "Spooning" Banned

The Evening Record of August 17, 1904, front-paged a story that the Mayor of Atlantic City had banned "spooning" on the beach—but the Mayor added that he didn't intend to outlaw hand-holding. Gas, oil and water were said to have been struck in boring for a well at Michael Robinson's, Sandwich South.

Wheat was selling for \$1 in Detroit, but it was \$1.07 in Toronto and \$1.08 in New York. Charles Hawtrey, the famous English actor, and Miss Sabel Johnson, "the world's highest soprano," shared the bill with "Kinetograph" at the Temple Theatre in Detroit. The Japanese were making things hot for the Russian warships in Port Arthur Harbour.

M & M Exposition

Shopkeepers and factory owners in Windsor were preparing for the "M&M" (Merchants and Manufacturers) Exposition scheduled for August 24 at the armouries, where the Ladies of the Sodality were to distribute 2,000 souvenir oranges at the Orange Grove.

"Windsor's Greatest Clothier" (W. Boug, 9 Sandwich Street West) was advertising men's suits for \$5, \$7.50, \$10, \$12, \$15 or \$16. The Eureka Art Company, 90 Sandwich Street, East, offered to "enlarge any small picture to size 16 x 20 bust in sepia, crayon or india ink for thirty cents." H. M. Whitehead, of Toronto, announced that he would be in Windsor every alternate month to tune pianos. John Giddens, 17 Pitt Street West, was urging everyone to buy "Fly Fuma" so that "your horses will not stamp their shoes off."

If the heat was bothering Windsorites, there was an easy remedy: "Nervous? Easily Discouraged?"

Things Look Dark? Can't Sleep? Restless and Worn Out? Ask your doctor to tell you all about AYER'S SARSAPARILLA

Horseless Carriage News

At the Walkerville Wagon Works on Sandwich Street, West, a group of men heard the news they had been waiting for: their new company had been incorporated under a Province of Ontario charter to launch an exciting new business—the making of horseless carriages in Canada for the first time.

Next day—August 18, 1904—The Evening Record carried a bold headline on its front page: "Big Factory For Windsor."

But the story was not about the founding of the Ford Motor Company of Canada, Limited, on the previous day. The "Big Factory" was planned to make telephones for an independent company which was seeking a charter in Windsor and Walkerville to compete with the Bell Telephone Co. And the Evening Record warned sternly:

Remember When . . .

The Detroit river was a handy refuse bin for defective parts or any other bothersome object employees in the machine shop wished to dispose of?



AUTOMOTIVE LEADERS—From the left, W. R. Campbell, Henry Ford, Henry Ford II.

"There is nothing this city needs less than it does a second telephone system."

Windsor never did get a second telephone system. But there was much more interest aroused by the proposed telephone factory than by the new Ford venture in Windsor, which was to make this city the automotive capital of Canada.

No Editorial Comment

In fact, readers of The Evening Record did not learn about the founding of Ford of Canada until August 30. And the announcement went unmarked by an editorial comment.

"There just wasn't very much interest in the automobile," W. Donald McGregor, brother of the late Gordon M. McGregor, first general manager of Ford of Canada, recalled later. "Everyone thought the auto was just a 'rich man's toy.'"

But a score or more Windsorites did have faith in the future of the motor car, or had been persuaded by Gordon McGregor to back his faith.

One of them was John Stodgell, who is believed to be the only surviving original shareholder of Ford of Canada. On August 18 and 21, John and his wife, Emma, now living at 260 Strabane, will celebrate their 90th birthdays.

After supper, on the evening of August 29, 1904, John and his brother, Charles J. Stodgell, boarded the belt-line electric street car outside their store at the corner of Devonshire Road and Sandwich Street East, and rode downtown.

Down river, they could see a sailing ship towing several consorts. Behind them chugged one of the "cigar boats" which were novelties on the Great Lakes at that time—freighters built in the shape of cigars with round decks.

As they stepped off the tram at the corner of Sandwich and Ferry, Oscar Flemming's mother drove by

REMEMBER WHEN . . .

The late Joe Isaacs, who later became a Ford dealer in London, Ont., in the early days had the responsibility of getting auto parts from the old Piquette plant of the Ford Motor Company in Detroit? He used a Ford of Canada Model C, which was familiarly known by everyone in the plant as "Sappho". In the beginning, all parts for cars assembled at Ford of Canada were imported from the U.S.A., and if a part was damaged or lost, the whole assembly had to be held up until Joe brought the required part from across the river.



G. M. McGregor

in her handsome Victoria, the sharp tattoo of hooves on cedar-block paving echoing sharply on the evening air. Billy Chew, the little Englishman, was replacing carbons in the carbon arc light at the corner.

First Shareholders Meeting

In a private dining room at the old Crawford House hotel, John and Charles met 23 other shareholders and a representative of the William McGregor estate for the first shareholders meeting of Ford Motor Company of Canada, Limited.

Henry Ford, erect, spare, gaunt, his piercing eyes twinkling with enthusiasm, wearing a bow tie and sailor straw, a gold watch chain in his vest, strode in a few minutes before eight o'clock, accompanied by John S. Gray, his grey-bearded, balding banker and partner; Gray's nephew, Alex Y. Malcolmson, the former coal merchant, with mutton chop whiskers and long nose; John W. Anderson, Malcolmson's lawyer, and Charles H. Bennett, who had invested part of his earnings from the Daisy Air Rifle in the Ford Motor Company of the U.S.A.

Other shareholders present were Gordon McGregor, W. L. McGregor, Malcolm McGregor, S. C. Robinson, A. D. Bowby, Homer Walters, R. J. Walters, J. O. Reaume, C. M. Walker, R. A. Holland, J. H. Luxford, Dr. F. E. Zumstein, Wm. R. Kales, Burton B. Bennett, A. W. Chaffee, David D. Allen, W. T. Connor and John Curry.

Shareholders represented by proxy were: E. N. Bartlet, Herbert Walters, Joseph Maw, H. Kennis Betty, Robert Gray, Charles Hackett, E. C. Hough, Mrs. L. H. Bennett, M. T. Woodruff, C. C. Woodruff, Mrs. H. W. Baker and Robert O. Mimmack.

Henry Ford Speaks Briefly

Henry Ford made a brief statement, congratulating the shareholders on their enterprise and assuring them of the support of the parent company. After an explanation of the agreement between the new company and the parent company, the shareholders ratified the agreement.

John S. Gray, Henry Ford, John W. Anderson, Charles H. Bennett

Remember When . . .

The company had a Gramm truck for general pickup? The Gramm was manufactured locally but the company—as was true of many early-day automotive firms—long ago went out of business.

and John Curry were then elected directors and the shareholders' meeting was adjourned for the directors to elect the officers of the new company.

The directors reported to the shareholders and the founding meeting was closed.

No Newspaper Excitement

A report of the meeting was taken across the street to The Evening Record, for publication in next day's newspaper.

On August 30, a brief story in The Evening Record gave the bare details under a one-column headline: "Company Organized—New—Ford Automobile Company Ready for Business."

It was not quite ready for business. But the first cars assembled in Canada began to come out of the old Walkerville Wagon Works a few months later.

There were years of struggle ahead, when several of the original shareholders (but not John Stodgell) lost faith.

Yet even those who kept faith could scarcely have foreseen that their quiet, prosaic business meeting in the Crawford House had launched a company which today employs 25,000, in Canada and overseas, and will soon turn out its 3,000,000th car; a company which has become one of Canada's greatest industrial enterprises.

Complains: No Gears To Move Sideways

If she is still alive, Penelope Snowball must be either a patient or a disappointed woman.

Forty-one years ago she made a suggestion to Ford of Canada, and automotive manufacturers, which has not yet been acted upon.

"... as an improvement I would suggest that while you have gears to make it go forward and back, you have none to make it go sideways."

Penelope's improvement might have saved, at that, many nasty comments about the driving of her sex. But be of good cheer! Power steering today makes parking almost as easy as moving sideways.



PAYDAY? At least one of the staff side looks expectantly towards the gate as newsboys wait for customers. Probably taken in 1914.

*The Ford Motor Co. of Canada Limited
Walkerville Ontario.
1904*

*Treasury Stock 125000 -
To Capital Stock 125000 -*

*Authorized Capital stock
of the above named company
according to charter issued
under the Ontario Companies
Act by letters patent
dated the 17th day of
August 1904.*

*Stock subscriptions
To Treasury stock 32400*

Birth Notice in Company "Journal"

Articles of incorporation for The Ford of Canada, Limited, under an Ontario charter, were issued on August 17, 1904, in the names of the following: John Curry, A. D. Bowlby, G. M. McGregor, W. L. McGregor and C. M. Walker.

At the first meeting of shareholders on August 29, 1904, the following were selected to the board: John S. Gray, Henry Ford, John W. Anderson, Charles H. Bennett and John Curry.

On October 14, 1904, Alex Y. Malcolmson replaced J. W. Anderson; on September 25, 1905, C. M. Walker replaced C. H. Bennett; on September 26, 1906, John Dodge replaced J. S. Gray, and James Couzens replaced A. Y. Malcolmson; on November 7, 1907, G. M. McGregor replaced C. M. Walker.

On December 18, 1911, the following were elected as members of the board: Henry Ford, G. M. McGregor, W. R. Campbell, James Couzens and W. L. McGregor.

First Officers

The first officers elected by the board were: John S. Gray, president; Henry Ford, vice-president; John Curry, treasurer; and G. M. McGregor, secretary and manager.

Mr. Gray was a Detroit banker who was president of the Ford Motor Company of Detroit at the time. John Curry was a partner with G. M. McGregor's father,

William, when they originally bought the Walkerville Wagon Works from Hiram Walker.

Rather strangely, Gordon M. McGregor, who arranged the "deal" with Henry Ford whereby Ford of Canada came into existence, never was president of the company. He was general manager from its inception until his death in 1922 and became a vice-president in 1915.

W. R. Campbell became the first Canadian president in 1930, when Edsel Ford moved from president to chairman of the board; and Ford

of Canada has had a Canadian as president ever since.

In return for the right to build Ford cars in Canada, for the privilege of drawing on Mr. Ford inventive genius and advice and for other considerations, the Ford Motor Company of Detroit was given 51 per cent of the shares in the Canadian company.

These shares apparently never went into the American company treasury, being split among individual shareholders of the company on a pro rata basis.



EXCAVATING FOR BUILDING 1J. The picture was taken in 1912, although the building was not finished until 1914. Note the original Walkerville Wagon Works, which was torn down in 1914, but prior to that, used as a receiving depot.



EMPLOYEES LEAVING the four-storey building. From the look of some of the hats, this was not taken yesterday, but otherwise the scene seems familiar.

The Original Shareholders

The original stockholders of The Ford Motor Company of Canada, Limited when Gordon M. McGregor entered into an agreement with the Ford Motor Company of Detroit, Mich., on August 10, 1904, numbered 46, not including stock allotted to the latter company. The agreement was ratified and assumed by shareholders of The Ford Motor Company of Canada at their first general meeting on August 29, 1904.

Names of the other stock holders are as follows:

John Curry
Wm. McGregor Estate
G. M. McGregor
W. L. McGregor
Malcolm McGregor
S. C. Robinson
James Gow
E. N. Bartlet
A. D. Bowlby
Herbert Walters
Homer A. Walters
R. J. Walters
C. W. Hoare
Chas. Montreuil
Jos. Maw & Co.
H. Kennis Betty

J. D. Reaume
Chas. J. Stodgell
Jos. V. Gearing
John Stodgell
C. M. Walker
Thos. Reid
R. A. Holland
J. H. Luxford
R. F. Sutherland
Robert Gray
James J. Couzens
Dr. F. E. Zumstein
Charles Hackett
Wm. R. Kales
A. S. Brooks
G. G. Fenwick
Burton B. Bennett
E. C. Hough
Mrs. L. H. Bennett
M. T. Woodruff
P. P. Woodruff
A. W. Chaffee
H. W. Baker
R. O. Mimmack
David D. Allen
W. T. Connor
John S. Gray
Henry Ford
John W. Anderson
A. Y. Malcolmson
Charles H. Bennett

The amount of stock held by the individuals named, of course, varied considerably.



THIS SHOULD BRING BACK MEMORIES to old-time Ford-Canada employees. Chassis may be seen loaded on the conveyor belt, which took them to the top floor of the four-storey building.

They were obtained from Fisher Body, at that time an independent concern, and painted by American Auto Trim before being sent to Ford of Canada for assembly.

Brother Tells How G. M. McGregor Brought First Auto Industry to Canada

On a chill, late afternoon in January, 1904, three McGregor brothers sat talking in the dimly lit office of the storey-and-a-half, frame building of the Walkerville Wagon Works on Sandwich Street East.

Gordon, the eldest, was doing most of the talking. Walter chimed in occasionally with a question or two. Donald, barely 19, merely listened with rising excitement. They had stopped in to see Gordon on their way home from their office at the McGregor-Banwell Fence Company across the CNR spur line.

Almost three years earlier, Gordon had left his bookkeeping post with the Photokrome Company in Detroit to take over management

of the wagon works from their father, William, who had been appointed Customs Collector for the Port of Windsor after 20 years service as MP for Essex North.

Good Steady Business

The wagon works, Gordon was saying, was a good, steady business. But he couldn't see much future in making heavy farm wagons, axles and wheels.

A new era was arriving—the day of the horseless carriage. The way business people in Detroit were talking, the auto was going to make the horse and buggy a thing of the past within a few years.

(To Donald, who knew Gordon didn't even own a horse and buggy, this sounded like very big talk, indeed, but there was no stopping his older brother's enthusiasm.)

"Why, there are men in Detroit, like Henry Ford, who say every farmer will soon be using an automobile," Gordon related. "I don't see why we can't build autos right here. I think I'll have a talk with John Curry." (John Curry, who operated a private bank in Windsor, had helped finance William McGregor's purchase of the wagon works.)

This is the first recollection of W. Donald McGregor, now 69 and chairman of the Windsor Centennial Committee, of hearing that automobiles might soon be made in Canada for the first time—and by his own brother.

Donald, himself, was keenly interested in autos through conversations with his fiancée's relatives. Her father was Frederick Evans who, with Horace and John Dodge, operated the Evans and Dodge Company in the Typograph building on Medbury Lane alongside the Windsor ferry dock where Dayus Garage is now located. They also made the E. & D. bicycle, but this business they sold to Canada Cycle and Motors which, incidentally, made the first recorded purchases of cars made by Ford of Canada. Later, the Dodge brothers brought out their own car in the U.S.A.

New Venture No Novelty

New ventures were nothing novel to the McGregors.

Besides the wagon works, William McGregor and John Curry had bought a large tract of land at Bruce and Elliott streets which has gone down in local history because a big field of hops was cultivated there. In addition, they acquired a cranberry marsh at Marshfield, near Harrow, Ontario.

"They poured \$100,000 into that venture and never harvested a single cranberry," Donald McGregor recalls.

To most Windsorites in 1904, the



THE OLD GIVES WAY TO THE NEW. Photograph shows the six-storey building under construction (completed in 1914) To make way for it, the former Walkerville Wagon Works was torn down.



EARLY DAY EMPLOYEES. The only member of this group still with the company is "Pat" Cottingham, special assistant to the president, Toronto, second left, front row. G. M. McGregor is third left, front row.

horseless carriage enterprise seemed almost as risky.

Whets Banker's Interest

Within the next few days, however, Gordon McGregor had had his talk with John Curry and whetted Curry's interest.

Together, one day late in January, they walked down Sandwich Street from the wagon works, embarked on a ferry and took a street car from the Detroit dock to the Piquette plant of Henry Ford.

Later, they talked to Henry A. Leland about the possibilities of assembling Cadillac autos in Windsor.

But Gordon McGregor was anxious to see Henry Ford again. His own enthusiasm had been kindled by Henry Ford's vision and imagination.

A second talk with Henry Ford proved even more encouraging. But some capital would have to be raised in Canada.

Back in Windsor, Gordon McGregor began to expound the merits of the automobile—and especially the Ford car—to a few close friends.

Many Were Sceptical

There were many sceptics. Barely a handful shared Gordon's enthusiasm. But he was able to persuade a few others to give "the new fad" a chance.

And there were some surprises. Col. S. C. Robinson received a bonus from the Hiram Walker distillery, and agreed to buy shares against the advice of the Walker family. Then C. M. Walker bought shares. Miller the druggist, who operated a shop in the Crown Inn

hotel at Devonshire road and Assumption, had a cheque for \$1,000, but, when Gordon didn't appear at the proper time, tore it up.

On August 17, the Ford Motor Company of Canada, Limited, was chartered to make cars in Canada for the first time.

First Auto Parts

Barely a month later, Donald McGregor recalls, a horse-drawn wagon came off the Walkerville Ferry with the first auto parts to be assembled in the wagon works.

"I tried to drop in every other day or so to see how they were coming along," Mr. McGregor recalls. "One of the first things they did was to clear out a number of split wagon wheels which couldn't be sold. I bought the lot—and they made the most beautiful firewood! It lasted me a full two years."

The assembly plant was anything but orderly in those first days. The wagon painters (some of whom remained with Ford of Canada to paint cars, while others went to West Lorne Wagon Company, which purchased the wagon works), had allowed paint drippings to accumulate on the floors, which had become extremely bumpy, and walls, often used to clean brushes or test paint, looked camouflaged.

Supervised First Assemblies

Frank Hagen and Art Hoffmeister came across the river from the parent company to supervise the first assemblies.

The whole staff of 17 (including Miss Grace Falconer, Gordon McGregor's secretary, who remained with the company until Wallace

Campbell retired as president), and a number of Walkerville and Windsor folk, cheered Gordon McGregor as he drove the first car from the rear of the wagon works to Sandwich Street in October, 1904.

But for Donald McGregor, the BIG DAY came in the spring of 1905, when, now 20, he was given permission to drive Gordon's Ford for the first time.

That evening he drove down Sandwich and turned up Ouellette Avenue to stop with a flourish in front of his fiancée's home. Then, with Lillian Evans beside him, and her parents in the rear seat, he drove up Ouellette Avenue in the evening darkness.

Get a Horse

Unfortunately, the Model C had no headlights, and Donald drove right into a pile of sand in the middle of the street left unguarded by any warning light. The drive chain broke; Donald had to leave the Model C by the side of the road overnight, and escort his fiancée and her parents home—on foot.

But nothing could stop Gordon McGregor and the Ford cars.

"I remember going to Gordon's home some years later," Donald recalls, "when he told me his conscience was finally clear. He said he had written to all stock holders offering to re-purchase their stock. 'Now, if they don't accept, the blood is on their head,' Gordon said."

By the end of 1909 shareholders had received dividends totalling \$31 for every \$100 invested, and in 1910, were paid a further \$100.

In six years, the McGregor dream had come true.



William Donald McGregor, who is still active as an administrator of estates and is taking a prominent part in Windsor's observance of its Centennial, is the only member of the immediate family of William McGregor still living.

Malcolm, the eldest son, was a prominent lawyer in Detroit; Gordon M. was vice president and general manager of Ford of Canada until his death on March 11, 1922; Col. Walter was the proprietor of the McGregor-Banwell Fence Company. The daughters were Mrs. E. N. Bartlett whose husband built the Bartlett building on Pelissier street; Mrs. G. A. Malcolmson, whose husband was branch manager for Ford of Canada in Winnipeg for many years; and Mrs. John Duck, whose husband was a partner with W. Donald McGregor as a Ford dealer in Windsor.

Their father, William, died in 1903, the year before Ford of Canada was born. Their mother, the former Jessie L. Peden, was a daughter of the Rev. Robert Peden, who was a well-known Presbyterian minister in Amherstburg in the 1850s. She died in 1923.

You'll Recall The Name But Can You Place The Face? (See Page 24)



Passing Years Reflect Growth of Ford of Canada

Proud Records Crowd Panorama of Progress

1904

The Russo-Japanese War breaks out; although it lasted but one year it proved to be one of the bloodiest wars of history. The Treaty of Portsmouth ended the conflict.

On August 17, the Ford Motor Company of Canada is incorporated, taking over the former Walkerville Wagon Works as a plant.

1905

Albert Einstein patterns the shape of things to come with his famous mathematical formula $E=mc^2$. This equation was later responsible for the atomic and hydrogen bombs. The provinces of Alberta and Saskatchewan are created.

The first Ford vehicle to be assembled in Canada (a Model C) was shipped by express to Toronto on February 20. It had been built in November, 1904.



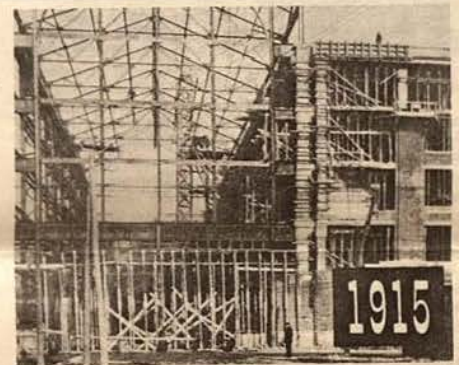
THE INTERESTED YOUTH watching Ford of Canada construction would now be middle-aged, as this photograph was taken in 1916 during erection of the sawtooth building of Plant 1.

graph was taken in 1916 during erection of the sawtooth building of Plant 1.

1912

The world is stunned by news that the "unsinkable" Titanic has gone down on her maiden voyage. China becomes a republic. In North America, the jazz age, with the Turkey Trot and Bunny Hug, makes its appearance. At the same time, Leopold Stokowski begins his long career with the Philadelphia Symphony Orchestra.

The Gobi Desert is crossed for the first time by a Model T. A new office building is completed at Ford of Canada.



THE CRANEWAY AND OFFICE BUILDING were already under construction when World War I began. But building work went right ahead and Ford of Canada began to take on its present shape.



PRODUCED IN FIRST YEAR of Ford of Canada's operations, this Model C is now owned by the company. It was brought to head office in 1951 from Calgary Parts Depot, which acquired it so many years ago the name of the original owner is no longer known.

1906

A series of earthquakes and a gigantic fire leaves 200,000 homeless in San Francisco.

Ford introduces Models K and N.

1907

The Confederation of South Africa is established. The first sleeping car is built by Pullman. Baden-Powell founded the Boy Scouts movement.

Ford is first with alloy steel. This steel, vanadium, was used extensively on all Ford models.

1908

Mary Pickford, a Toronto girl emerges as a movie star. In Australia, Jack Johnson batters Tommy Burns of Canada, so badly that police stop the bout in the fourteenth round.

A great milestone is written in the history of the automotive industry when the era of the car "for the populace"—the Model T—comes into being.

1909

On July 25, Louis Eleriot, a Frenchman, is first to fly across the English Channel.

General Manager G. M. McGregor visits Australia and establishes dealerships in all states.

1910

King George V ascends the throne of England. Ford of Canada becomes firmly established as the leading automobile manufacturer in the British Commonwealth. Model T production is up 150 per cent, while mass production methods become increasingly popular.

1911

The Laurier government, in power for fifteen years, is defeated. The population of Canada at this time is 7,206,643. Amundsen discovers the South Pole.

Cramped conditions at Ford of Canada result in purchase of two acres of land, and the most important building project in the history of the company is launched. Capacity of the machine shop is tripled. A heat treat department covering 2,745 square feet of floor space is added in the fall.



IT'S A DIFFERENT PICTURE of Plant 1 and the surrounding area the camera caught in 1912. That was a year of expansion for Ford of Canada. Note the houses on the spot where company operations now take place.

1913

Woodrow Wilson is elected president of the United States. Kaiser Wilhelm's sabre-rattling Germany begins to assume a serious aspect and the Balkan states start military manoeuvres.

Canadian branches are opened in Toronto, Winnipeg, Montreal, Hamilton, London, Calgary, Saskatoon, and Vancouver. The original power house is completed. Its capacity . . . 900 kilowatts.

1914

World War I. Austria declares war on Serbia; Germany declares war on Russia; and invades France and Belgium; Britain declares war on Germany. Thousands of brave men fall at Marne, Ypres and in the Falkland Islands.

Ford of Canada employees enlist in the 18th, 33rd, 34th, 70th, 71st, etc. The company gears for war production.

1915

First Canadian contingent lands in France. Arras and Loos, St. Julien and Givenchy become historic names. "It's a Long Way to Tipperary" and "Pack Up Your Troubles" become popular tunes.

The Canadian public is startled by the announcement by Ford of Canada management of the \$4-a-day wage standard. This was later raised to \$5 a day and in 1919 to \$6 a day.

1916

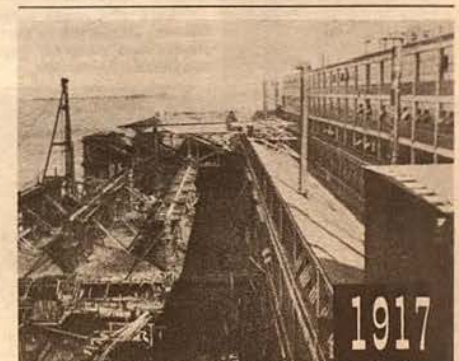
War in Europe rages on. The monk Rasputin is assassinated in Russia and the Czar begins to lose power.

Ford is first with the coach type body for cars. Regal Building and Sawtooth building are completed.

1917

The Russian regime is overthrown and Bolshevik Lenin assumes control. The United States enters the European war. In France, the Canadians take Vimy Ridge. Mata Hari is executed for espionage work. Violinist Jascha Heifetz gains prominence.

Production figures at Ford of Canada reach a high of 50,073 units, an increase of 219 per cent over the previous year. By this time the company is manufacturing ambulances for the Allies.



CRUISING DOWN THE RIVER on a Sunday afternoon in early 1917 would have given you a good chance at seeing the additional construction work for Plant 1. This section was built right into the river.



TYPICAL LANDMARKS at Ford-Windsor are the coal pile and the big Gantry crane. Preparations for their installation took place in 1923 when the fill-in was made for coal storage.



FRAMEWORK FOR PLANT 2 goes up in 1923. The picture, taken in March of that year, gives an idea of the tremendous cement foundations for the steel girder framework.

1918

World War I over at last. Voting privileges for women becomes law in Canada and Great Britain. The Windsor Record becomes the Border Cities Star; in 1935 this was changed to Windsor Daily Star.

Building 1K is purchased from Ideal Fence Co.

1919

Alcock and Brown become the first men to fly across the Atlantic. The Canadian National Railways is organized by order-in-council.

The Restaurant in Bldg. 1L is opened. The first Ford truck, the Model TT, comes off the assembly line.

1920

The League of Nations is founded. The beginning of radio broadcasting is marked over the pioneer station KDKA in Pittsburg. Man O' War establishes himself as king of the race track.

Douglas B. Greig, future president, joins as a clerk in the accounting department.

1921

William Lyon Mackenzie King becomes Canada's youngest prime minister. The population of Canada by this time is 8,787,949. Atlantic City marks its first bathing beauty pageant. Rudolph Valentino stirs the hearts of many women.

Ford makes a vital step in safety with the introduction of the plastic steering wheel.

1922

Mussolini becomes dictator of Italy with a coup d'etat. H. G. Wells' Outline of History is a national best seller. Opening of the tomb of King Tut marks a milestone in the annals of archeology.

Gordon M. McGregor dies. Wallace R. Campbell assumes the leadership of Canada's largest automotive concern.

1923

Jack Dempsey, the Manassa Mauler, is crowned heavyweight champ. In Germany, Adolf Hitler writes "Mein Kampf".

The first Ford of Canada overseas subsidiary is established in South Africa. In its first year, 1,560 Model T's were turned out by a staff of 73.

1925

The "Scopes Monkey Trial" makes headlines for many months. Old and young alike are "doin' the Charleston."

Ford of Canada's second overseas subsidiary established in Australia, and the 600,000th Model T engine is built. A Model T is the first motor vehicle to travel coast-to-coast by an all-Canadian route.

1926

The Canadian Chamber of Commerce formed. Gertrude Ederle the first woman to swim the English Channel. Gene Tunney defeats Jack Dempsey in celebrated "long count" fight.

Sales at Ford of Canada increased by \$38,000,000 over 1925.



THE FORMER POWER HOUSE as it looked in 1921. We are still using this building. Now the engine and material testing laboratories, payroll, printing and the industrial relations division are housed there.

1927

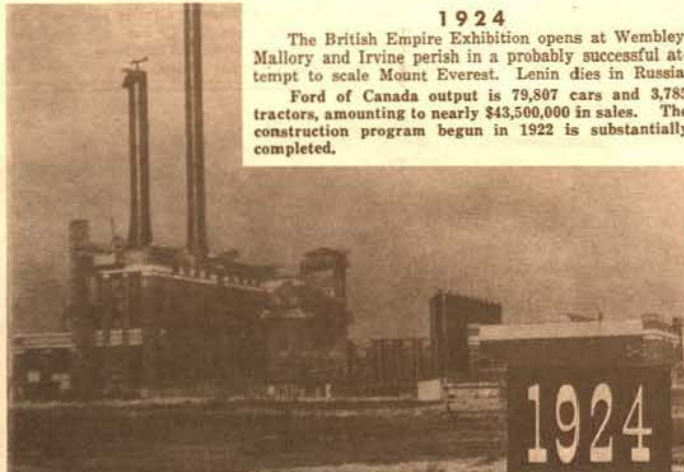
Golden Jubilee of Canadian Confederation. Charles A. Lindbergh flies solo across the Atlantic in his "Spirit of St. Louis".

\$11,000,000 is spent on new designs and re-tooling for the Model A introduction in December. Ford first with safety glass as standard equipment.

1924

The British Empire Exhibition opens at Wembley. Mallory and Irvine perish in a probably successful attempt to scale Mount Everest. Lenin dies in Russia.

Ford of Canada output is 79,807 cars and 3,785 tractors, amounting to nearly \$43,500,000 in sales. The construction program begun in 1922 is substantially completed.



HALF-BUILT POWER HOUSE as it looked in 1924. The picture was taken from the south side of the building. In 1936, the company began to install new boilers and generators capable of producing 65,000 kilowatts.

Arthur W. Harris is first big job to do at Ford was this

1928

The stock market—and women's skirts—hit an all-time "high" in 1928. The first talking picture, "The Jazz Singer", widely acclaimed. Emperor Hirohito of Japan crowned.

Production of the Model A rapidly increases but re-tooling results in a net loss of \$3,400,000.

1929

Richard Byrd first man to reach the South Pole by air. Carothers invents nylon. The Ambassador Bridge officially opened and the New York stock market collapses.

The year's output at Ford of Canada is 87,791 cars and trucks, and 2,001 tractors, being an increase over previous year of 12,550 and 312 respectively.

1930

Economic depression is felt throughout the entire American continent. A navy pact of considerable significance is signed by the U.S.A., Britain, Japan, France and Italy.

W. R. Campbell becomes first Canadian president of Ford of Canada. In spite of the depression, Model A sells well and net profit for the year at Ford of Canada is over \$3,000,000.

1931

Sino-Japanese undeclared war begins. Prof. Picard climbs in a balloon to a record height of 52,000 feet. Population of Canada now 10,376,786. Detroit-Windsor tunnel opened.

The 1,000,000th Canadian-made Ford is produced in March. Ford first with rustless steel and infra-red rays for rapid paint drying.

1932

Franklin D. Roosevelt elected U.S.A. President. Welland Ship Canal officially opened.

V-8 engine first produced in Canada by Ford of Canada in May.

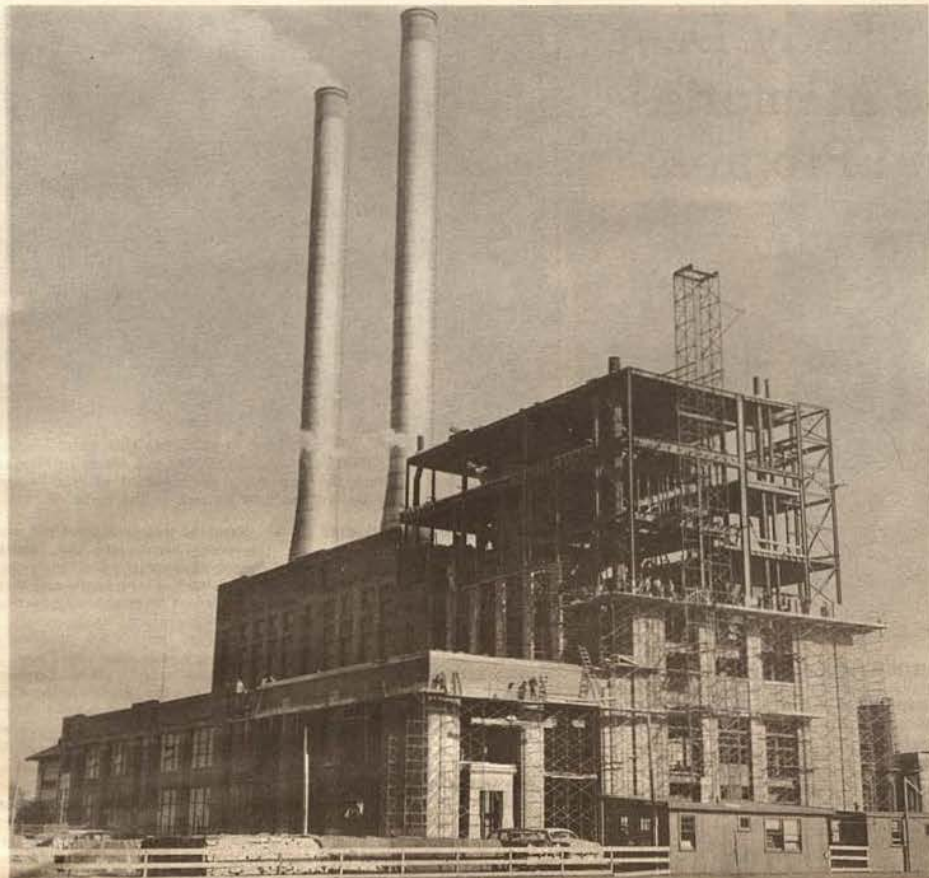
1933

Brown shirts, the goose step and concentration camps give indication that Hitler hard at work. An epidemic of "bank holidays" necessary in U.S.A.

Ford the first to use synthetic resin enamel on cars; first to use cast alloy steel crankshaft in regular production.



PLANT FOUR CONSTRUCTION BEGAN in 1937. By October we were building the new 1938 models. And the next year's "models" were going to war. The last civilian car came off the line in 1942.



1951

NEWEST ADDITION to Ford-Windsor's skyline are two, new 250-foot stacks of the Power House, making a total of four stacks. Construction of the \$7,000,000 addition was started in 1951 and completed last year.

1934

The Dionne sisters are born. Bandit John Dillinger shot to death by the police. Canada celebrates 400th anniversary of Cartier's landing at Gaspé.

For first time since 1930 operations of the Canadian factories and branches are conducted without a loss.

1935

Italy defies League of Nations by invading Ethiopia. Sir Malcolm Campbell travels more than 300 miles per hour in his Bluebird. Mackenzie King returns as prime minister for the third time.

An \$11,000,000 expansion project launched with the building of an electrical furnace foundry in Windsor.

1936

Edward VIII abdicates the throne of England to marry a divorcee. Spain shaken by a violent revolution which eventually brings Franco to power.

A subsidiary company established by Ford of Canada in New Zealand. Ford is first with alligator-type engine hood.

1937

The dirigible Hindenburg goes up in flames at Lakehurst, N.J. A new figure in the sports world rockets to fame—the Brown Bomber—Joe Louis. In England, George VI ascends the throne.

Plant 4 completed at a cost of \$2,260,000. Covering a surface of 571,000 square feet of floor space, this building was used to assemble the various vehicles manufactured at Ford of Canada.

1938

Orson Wells terrified the world with his famed "invasion by Mars". Hitler pounds drums for war.

The production of the Mercury car begins.

1939

Pope Pius XI dies in Vatican City. The King and Queen of England visit Canada. Germany invades Poland. Canada and Great Britain declare war on Germany.

Ford of Canada prepares for gigantic war production. By the end of the war, it had become the Empire's largest single source of military land transport, producing 380,000 vehicles for the Allied forces, including 47,000 armoured units.

1940

"Blood, toil, sweat and tears" lie ahead warns Churchill. Dunkirk besieged by countless Germans while evacuation of many allied forces is attempted.

An addition to the machine shop in Windsor completed. Ford of Canada is producing more than 50 per cent of all Canadian-made military vehicles.

1941

Stalin, Tojo and Pearl Harbour, are names that repeatedly make the headlines. The population of Canada is now 11,506,655.

Besides the armoured and other military vehicles produced in Windsor, Ford Canada contributes to the national aim by sending many of her top executives to serve in government positions.

1942

More than a dozen Victoria Crosses go to brave men at Dieppe. Canadians suffer over 3,300 casualties. The Japanese launch a violent attack in the Far East, capturing the Malayan Peninsula.

Ford of Canada's last passenger car for the duration of the war produced in April. The plants are now manufacturing more than 50 different types of military vehicles.

1943

Stalingrad and North Africa are turning points in the Crusade for Freedom. Italy surrenders. Eisenhower and Alexander named supreme commanders in Europe.

By this time, constant expansion to the Foundry at Ford of Canada, makes it the largest electrical furnace installation in Canada. The total company employment figure reached a high of 15,637.

1944

D-Day, June 4, launches invasion of the Continent. Buzz bombs in the spring and V-2's in the summer make life miserable for England.

Earned surpluses of Ford of Canada increase by \$1,485,556 to \$29,948,416 as at December 31. Henry Ford II elected director.

1945

May 8th is V-E Day but five major figures fail to see it: Roosevelt; Mussolini; Hitler; Himmler; and Goebbels. Two atomic bombs dropped by USA forces on Japan.

Peace time conversion at Ford of Canada begins. Henry Ford II new president of the Ford Motor Company.

1946

Lord Alexander appointed Governor-General of Canada. Bikini becomes famous for its atomic tests and bathing suits. Mackenzie King breaks British Empire record for long-term service as Prime Minister.

New Monarch and Mercury 114" (the latter was replaced by the Meteor) line of passenger cars and Mercury trucks are introduced in the spring. The 2,000,000th vehicle built since the company's inception rolls off assembly lines. Further expansions to Plant 2.

1947

For two years a bitter war rages in Palestine between the Jews and the Arabs, and out of this conflict a new state is born: Israel. An American general contributes to world peace with the Marshall Plan.

Henry Ford, foremost automotive pioneer, dies at the age of 83, on April 7. W. R. Campbell, former president of Ford of Canada, also dies.

1948

Barbara Ann Scott crowned Queen of the Blades at the World Championships. Red China clashes with Nationalistic China and Harry S. Truman re-elected President of the United States.

Ford becomes first automotive concern with completely re-designed post-war cars. It also is first in its price class with automotive overdrive and a 100 horsepower engine.

1949

Newfoundland becomes tenth Canadian province and Liberal government returns by a landside in the general election. The Nuremberg trials by American military tribunals send 19 high Nazis to prison. Eire breaks relations with Great Britain and becomes a free republic.

Sales volume reaches an all-time record of \$212,036,601, which is 26 per cent greater than 1948. More Ford cars were purchased than any other make. The Meteor is third in sales, while the Monarch and Mercury cars outsell all competing makes in their price group.

1950

Korean war breaks out. Rosenberg trials begin and last for nearly three years. Canasta replaces bridge as the number one card game in the United States.

Ford of Canada begins its \$6,700,000 expansion to the Power House. The company establishes a record production figure of 129,026 units.

1951

President Truman fires General MacArthur from Far Eastern command. Korean war rages. Princess Elizabeth and Prince Philip pay a visit to Canada and Washington. They spend a night aboard their Royal train on Ford property, next day tour the plant and greet 50,000 people at Ford test track.

Ford of Canada management announce a \$65,000,000 expansion program including \$32,500,000 in the Windsor area and a new assembly plant in Oakville.

1952

Floods plague U.S.A. and Canada. Mau Maus terrorize Kenya. Flying saucers and schmoos. Eisenhower elected President of the United States.

Construction at Oakville begins in May. Ford first with front ball-point suspension. Ford Tractor and Equipment Sales Company of Canada, Limited, a subsidiary company, incorporated to handle Ford of Canada tractor and farm implement business in Canada.

1953

Princess Elizabeth crowned Queen of England. Korean truce signed. Ben Hogan again proves his prowess as one of the greatest golfers of all time. Egypt exiles Farouk. Mount Everest finally conquered.

On May 11, the first car produced in Oakville comes off the assembly line; by October 1, the 10,000th. The expansion to the Power House completed to provide 64,000 horse power of electricity. All-time record production of 155,626 cars and trucks.



FIRST CAR off the assembly line at Ford-Oakville, May 11, 1953.

Employees Recalling Early Days Bring Back Nostalgic Memories Of Places, People and Progress

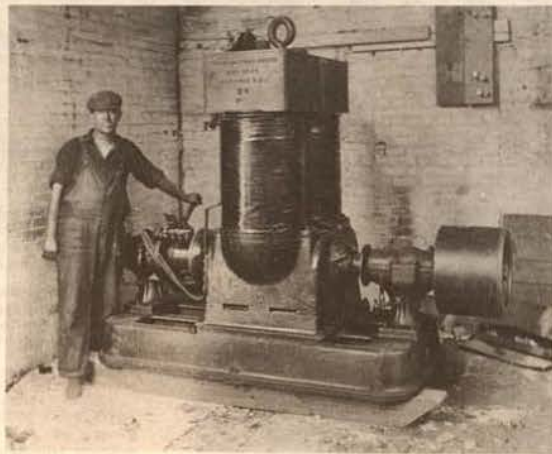
A tall brick smoke stack perched at a perilous angle along the Detroit River skyline one-half mile east of the Walkerville Ferry Dock in 1904. It was the landmark of the infant Ford Motor Company of Canada and, in a way, symbolized the first few uncertain years for the new venture.

The only visible change in the Walkerville Wagon Works was in the name. Vestiges of the former industry were in evidence everywhere in the piles of wagon boxes, tongues, spokes and axles stacked here and there in the two and one-half storey brick building.

The total area occupied by the new company was one acre.

Other buildings included a one-storey structure west of the factory which contained a general office and a private office for Manager G. M. McGregor, who was later general manager and treasurer until his death in 1922; one stenographer and one bookkeeper. Another brick building one storey high and containing 4,800 square feet of floor space, was used for testing. A frame building, located on the dock, was utilized as a Canadian customs bonded warehouse.

In the first few years, chassis, less wheels, came complete from



OBTAINED BY HENRY FORD for the infant Ford of Canada in 1905 this dynamo came originally from the Edison company, where Mr. Ford had worked. With capacity of 75 h.p., it provided all the power needed in the early days. It is now in the Henry Ford Museum.

to the power house and get up enough steam to drive the generator. About once a week, the boiler was fired up to operate the elevator to take bodies, which came from Detroit, up to the second floor of the wagon works.

Mr. Dickert remembers that a lot of help came over from Detroit in the early days. "Employees who lived in Detroit used to get the old ferry to the Walkerville Ferry Dock where the grain elevators at the foot of Peabody Bridge are today."

Quite a Different Picture

Sandwich Street around the old Walkerville Wagon Works was quite different from the picture it presents today.

Private homes were located across the street from the factory building.

employees had grown to twenty-five from seventeen.

Models N, R and K were manufactured in 1907 and more machines

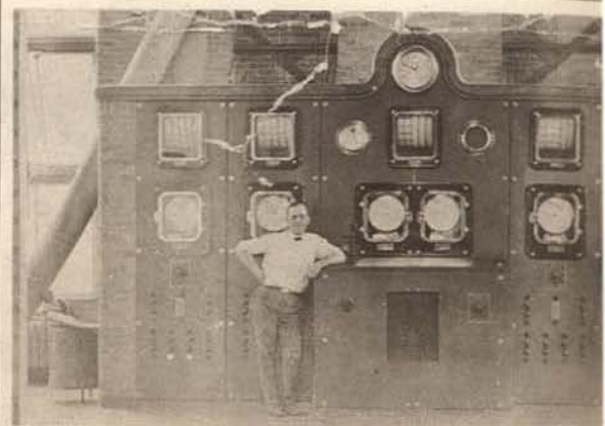


Model K runabout.

ery was installed to keep up with the increasing demand. The machine shop was enlarged again the next year.

Car Sales Spasmodic

It was, however, an uncertain period for the small industry. Sales



FIRST OF ITS KIND IN CANADA in 1923 was this control board which electrically regulated the amount of heat and steam in Ford of Canada boilers. Homer F. Bickhart, superintendent of the Powerhouse, left, and Dave Ballantyne, now retired, at the right.

other employees were laid off for a year and a half.

When he rejoined the company in 1909 the first Model T was manufactured. Even then, many crude operations were still being used. He recalls that there wasn't any heat treat and tools were hardened at a blacksmith's forge at the rear of the plant.

Extend Office Building

The office building was extended in that year and the office staff was increased by two. The increase in output necessitated the addition of a few more machines. Chassis were assembled, tested and finished and about one-half of the chassis parts that required machining were done in Ford's own machine shop. Motors were still supplied by the Ford Motor Company, Detroit.

Russ Wellington, of the safety department, who first joined the company in 1909, worked in the machine shop which was still located on the main floor of the wagon works. At that time, the shop boasted three drill presses, two screw machines and two lathes.

Manually operated levers were used to shift the leather belts onto the drive shafts of the machines, and the operators went home with

Smoking was prohibited but nearly every bench had the familiar "sawdust saucer" and jaws kept fairly busy. Plant tours and visits of outsiders were unknown in those days.

To test completed vehicles, a temporary body was added and the car "road-tested" along Sandwich Street as far as Pillette Road, reaching speeds of up to fifteen miles per hour. The temporary bodies were then removed and the new ones installed.

Little Natural Light

J. E. Byrne, of production stock, recalls that the Walkerville Wagon Works had very little natural light in the shop as the windows were always covered with grime.

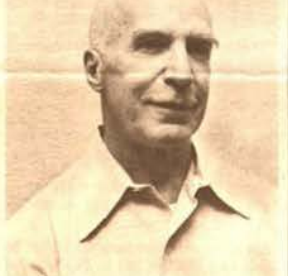
While no new buildings were added in 1910, there was a steady growth in output of Model T cars.

In August, 1910, the frame building in the rear of the old main factory building was torn down to make room for a new three-storey concrete building with about 19,000 square feet of floor space. This building was completed in January, 1911.

In the summer of 1911, the manufacturing demands crowded the company to the limit and necessitated immediate increase in the facilities. Two acres of land lying on the west and running to the channel bank of the river were purchased. A half-acre plot located on Sandwich Street, opposite the first factory building, was purchased as a site for the new power plant.

Pretentious Building Project

The most pretentious building in the history of the young company was now projected. It was of brick and re-inforced concrete 75 feet by



George Dickert as he looks today.

Detroit and wheels were put on here.

First General Superintendent

When George Dickert, who retired in 1941, came over from Detroit in 1906 as general superintendent, the first floor was brick with troughs underneath. It was gouged and furrowed from the production of wagons, "so that it looked as if ploughs had been run over it," according to Mr. Dickert.

In the loft, where the wagons had been painted, the paint on the floor was four inches thick in some parts.

The brick stack of the first power house was set on wooden piles which settled, and, as Mr. Dickert put it, "looked like the leaning tower of Pisa." Eventually the stack was taken down to 25 feet from the ground, capped and a steel stack put on top.

The only machinery in the shop was a little lathe, a drill press and an elevator, all belt driven.

First Power Source

Power, as E. W. Robinson, now retired, recalls, was obtained from a 100 KW 110 volt direct current generator driven by a reciprocating 150 h.p. steam engine. The generator was obtained through Henry Ford from the Edison Company of Detroit and now rests in the Ford Museum. The switchboard for the electric power was a crude wood panel.

If valves had to be seated in the engine, an employee had to go out



WOMEN WORKED in the magneto department in the early days. Outside of sewing car cushions for a time, women have never been employed

otherwise in manufacturing. Far left is "Win" Hillman, foreman, who only retired April 30 this year.

The Bridge Ice and Coal Company had its ice houses where the coal pile is now located. A Catholic school stood where the power house is today.

Favorite Eating Place

A favorite eating place for Ford employees at lunch time was the Dew Drop Inn which stood where the visitors' parking lot is today. In the back room of this inn the landlady and her daughter used to serve home-cooked meals for twenty-five cents, while her six sons lounged out front with other employees who were having a "schooner" with their sandwiches.

The beginning of the modern machine shop was marked in 1906 when another lathe was added to the equipment. The number of em-

of cars would be spasmodic. At one period, Mr. Dickert can remember not a single car was sold for six months.

He recalls how employees frequently stole the wooden spokes which were still lying around from the days of the wagon works to use as hammer handles at home.

The rate of hiring was 14 cents an hour and he remembers getting room and board for \$12 a month at the Woodbine Hotel.

George Dixon, who joined Ford of Canada in 1906, and is now retired, was one of the first tool-makers employed. At first only front axles for the Model N were made by the company, and rear axles were imported. When a stockpile of these front axles had been built up, Mr. Dixon and several



tired muscles from this heavy work at the end of the day.

The sixty-hour week was in fashion with a half hour for lunch.



George Dixon as he looks today.



"SAWDUST SAUCERS" were not only beside nearly every work bench but also beside desks, and this early



200 feet, four floors, containing 60,000 square feet of floor space built over the river. It was started on August 1, 1911, and completed in February, 1912.

Art Graham of shipping joined that department in October, 1911. When he first came to the company, an average of nine cars were being assembled for export daily.

Crates to ship the cars were built from lumber purchased from Walkersons. Eight to ten crates were assembled daily, one car per crate. Crates were transported to the railroad depot by horse and wagon.

Motors From Detroit

The motors were brought over from Ford Motor Company, Detroit, a hundred to a railroad car, while the wooden bodies were manufactured by the Beaudette Body Company in Pontiac, Michigan. Both were brought in by the Grand Trunk Railroad.

When W. Bruce Gee, superintendent of the garage, started his career with Ford of Canada in 1912, he was wearing knee pants. His supervisor, the late Andrew Moir, suggested that he should buy some long pants, which he did out of his first pay. He was not quite 15 years of age at the time when he began assembling running boards and fenders for Model Ts in the east end of the four-storey building.

The company experienced a further expansion in that year.

New Office Building

A new office building was completed to house most of the executive, sales and clerical force.

The third floor of the four-storey building was used for chassis assembling, finishing department and



picture of the office interior firmly establishes chewing tobacco was a fairly common practice.

AT THE WHEEL of a shipping department "speed wagon" is Art Graham, manager, domestic shipping, "B" and top insert. "A" and lower insert is Bob Savage, formerly of export shipping, now retired.

stock room, second floor—paint shop, and on the fourth floor was the bonded warehouse and repair department. The machinery in the old machine shop was transferred to the new building and more equipment added. The old machine shop was transformed into a stock room and body equipping department. The capacity of the machine shop was increased about three times.

A heat treat building was erected.

Still Expanding

Even these additions were found not large enough to meet the demand for the Model T. More ground was purchased on the west and a four-storey reinforced concrete building erected. It was 75 feet by 505 feet and was a continuation of the 1912 building, making a total length of 705 feet.

It was a modern building for its day. It had solid fire-proof construction with a sprinkler system of fire protection. Four large freight elevators ranged along the south wall, convenient to the machinery. All of the buildings were built of brick and reinforced concrete with steel sash. The white painted walls intensified the light admitted by the windows.

About a half mile south of the plant, fifty acres of land were purchased at the time the new factory was going up. This land was situated on the Grand Trunk and Essex Terminal lines where Plant 2, 5 and 8 are located today.

To Work in Knee Pants

When Frank Rawlings of the cold header department first came in knee pants to get a job at Ford of Canada. George Dixon, on hiring him, gave him a dollar to go buy himself a pair of overalls.

Hot air travelling in the hollow columns of the wagon works heated the shop and Patrick L. Cada of employment and placement remembers that there was a boiler in the craneway which a watchman used to look after. By the time the workers came in, the place was usually too warm.

One time Mr. Cada was doing a road test along Howard Avenue and accidentally ran over a four-foot milk snake. The snake was tossed into the Model T next to the terrified Mr. Cada. Recovering from his fright, he put the snake in a friend's tool box when he returned to the plant.

A number of immigrants had come into Windsor at this time and Mr. Cada recalls that these people were very poor, sleeping ten to fifteen

in a room at a cheap boarding house. Most of the time they slept on mattresses on the floor and used barrels and planks for tables and chairs.

Band Concerts Twice Weekly

Twice a week a band concert sponsored by the town of Walkerville was given where the grain elevators on Sandwich Street now stand.

The ferry boats landed east of the Peabody Bridge and service was frequent. The Tashmoo boat was a favorite with young couples in those days.

One of the great pastimes for young Ford of Canada employees was to take the ferry to Detroit on their days off. However, according to Archie Munroe of production planning, they often missed the midnight ferry back to Windsor.

Paging the Ferry Boat

"There used to be a fellow who operated a small launch for fellows like us," Mr. Munro said. "He kept

two lanterns, one at the Windsor ferry dock and the other at the Detroit dock. If you wanted to cross the river after the ferry had stopped running and the launch was on the other side, you picked up the lantern and waved it vigorously. The boatman did the rest."

In the summer time, a bicycle ride to Roseland was a big thrill.

In 1913, the American Auto Trim took over the manufacturing of bodies for the roadster and the touring car. That same year, according to Russell G. Israel of quality control, Ford of Canada built its first engine.

Baseball Champions

Ford of Canada boasted a fine baseball team made up of players recruited from the United States. This team repeatedly won the Border Cities championships. The baseball diamond was located where the foundry is today.

Jack Seaton of transmission remembers that the more noise a car

would make, the better the public liked it.

Button shoes were considered smart. The waist was around the hips and large hats and long skirts were popular with the women.

The Windsor Opera House, on Sandwich Street, where the C. H. Smith store is now located, and the Star Theatre, opposite the Grand Trunk Railway, were two very popular places. Vaudeville and silent movies were in vogue, admission being "two bits"—twenty-five cents. Pearl White was a local favorite. It was the day of the player piano which kept plinking out popular melodies during performances.

Canada was growing up, the evident promise of its future dimmed only by the lengthening shadow of war. The company was growing up, also. Just prior to World War I, like any 10-year-old, it was growing bigger and stronger—stretching into adolescence with all the signs that the child born in 1904 would become a man-sized industry.



BORDER CITIES LEAGUE CHAMPIONS in 1921 was the Ford of Canada baseball team. Where the Foundry is now located was home grounds. Quite a few of the players came from Detroit. Some of our own employees in the photograph are Art Graham, who still works at Ford of Canada, as

supervisor, domestic shipping, back row, first left, who was manager of the team; Bennie Bertram, back row, far right, retired; Archie Parent, second row, fourth from left, retired (who was a pitcher); "Corn" Lefaive, bottom row, third from the left, now retired.

Model T

Changed Habits of a Generation



MODEL T AND ADMIRERS. Women's dresses have kept pace with car models for changes in style.

No passenger car in history has been more cussed or so cherished in memory as the Ford Model T. It was the first "people's car". Like most popular idols, it had to take a lot of abuse—and the Model T was capable of taking abuse either verbally or physically—but underneath it all was an affection which seems to deepen with the years.

Tales of Model Ts

Nearly everyone has a favorite tale about the durability of the Model T. Just the other day a supplier volunteered a story about his son in Africa. It seems he ran out of oil for his Model T miles away from a garage. He substituted butter! And the car completed the journey in good order and without apparent damage—so the supplier says. Who would think of taking such liberties with today's models?

Every anniversary of Ford of Canada produces a flood of letters from the general public, mainly reminiscences of the Model T.

In a field where models change every year, and radically at least once in three years, it took nearly two decades for alteration in design to catch up with the Model T. It was first produced at Ford of Canada in 1908 and the last came off the production line in 1927 with the introduction of the Model A.

Not at Relic Stage Yet

But even yet the Model T has not reached the relic stage.

So it wasn't too much of a surprise when executors, examining the estate of a Lethbridge auctioneer last year, found a workable Model T in the garage. They were perplexed, however, to find another Model T in a shed nearby. It had been carefully covered with canvas and was obviously brand new.

Then they came upon the auctioneer's diary for 1925, which cleared up the mystery.

In a neat entry, the canny auctioneer had chronicled his reasoning: "Today I acquired two Model Ts" he wrote. "I'll drive one and use the other for spare parts if they stop making them. Or perhaps I'll drive one until it wears out and then use the other."

Car Outlasts Owner

The auctioneer had planned better than he thought. Twenty-seven years later he passed on, leaving the first Model T still doing very well, thank you. Except for a bit of a tendency to creak, the old Tin Lizzie was still wheezing it way up the Alberta hills.

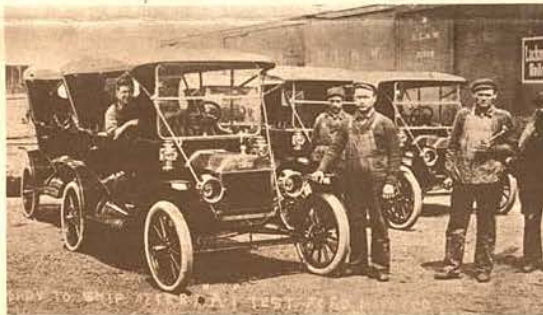
And that is part of the Model T tradition; the very fine line which sometimes is, and very often is not, drawn between the Model T (Lizzie,

Flivver, Jitney, or whatever other name she was called by) and the multitude of humanity which was the source of her crotchety greatness.

If the car wheezed and shook and faltered—and there's no denying it did, often—it was more like a human suddenly taken with a passing illness than a machine needing repair. Every car seemed to have its own whimsical personality, understood fully only by its owner—or by any one of a hundred or more of his friends who were always only too willing to offer the cure.

"Get a Horse!"

The first cure offered by most of them would be: "Get a horse!" Then



AFTER INSPECTION, Model Ts are driven to railroad for loading. Picture taken in 1920 during the height of the "T's" era.

there were suggestions by the thousands ranging all the way from going up hill in reverse to the best method of repairing a slipping clutch with just a few inches of baling wire.

The Model T has been credited with many accomplishments but probably one of the most unusual claims is that it played a large part in hurried mobilization of the Czar's vast forces in World War I.

Ford Times for October and November, 1914, reports as follows:

Aided Russian Mobilization

"The huge task of hurriedly mobilizing the vast Russian armies fell in no small measure on Ford cars, if one may judge from the part the Model T played in the manoeuvres held by the Czar's troops during the past year or two. In the sham conflicts, Fords were put to almost every conceivable use, and last season near Peterhof, the generals of the Imperial Staff were carried from point to point in eight Ford cars. Two heavy European cars attempted the work but failed as they could not do cross-country work in the mud.

"Of the 3,000,000 troops, many regiments have previously been equipped with Fords, while upon the declaration of war, entire

stocks of cars at distributing points in the large cities were commandeered by the government forces. The authorities gave slips for the machines they requisitioned and payments probably will be made some time, although none can say how soon.

"Pleasure cars are being pressed into use for dispatching patrols and signal corps, and such small bodies of troops, as well as transporting the officers. Some are equipped for wireless service in the field, for hospital service, and for carrying ammunition and various small munitions of war.

Not Replacing Cavalry

"Armaments have not yet reached such perfection that regiments of men mounted in automobiles take the place of cavalry, but for every other purpose than cavalry movements, the automobile is in favor." The "Times" could not very well foresee that motor vehicles were destined to make cavalry obsolete as a factor in war.

But the same forces which the Model T had created destroyed it in the end. Lizzie had made people good-road conscious. With better roads, they wanted to travel faster and more comfortably than the Model T would carry them. They also began to realize that for a few dollars more than the price of a Model T they could buy a slightly used bigger car.

In 1913 the first Canadian-made Fords—as distinguished from Canadian-assembled—were delivered to dealers across the Dominion. During the Model T's lifetime, some



BACK IN 1923, a familiar sight in Gosfield North was Earl Stevenson's Ford and trailer. Mr. Stevenson, who built the trailer from the axle of another Model T, was among the first to make rubber-tired trailers and wagons. Note the unpaved road (No. 3 Highway near Essex) and the street car tracks, clearly visible in the background.

In the Beginning

the automobile was



A Rich Man's Toy



The Model T Changed That

It found its way throughout the world—to such places as



Egypt



Australia



and the Yukon. It was driven by



the Very Old



and the Very Young.



It took in its stride Fording Streams



Climbing Mountains



Crossing Deserts



This Was the Model T Transportation pioneer—the car which changed the habits of a generation.



DO YOU THINK THE FAD WILL LAST ?

WE MEET CHALLENGE OF TWO WORLD WARS

The two world wars during the latter half-century did not strike directly at Canadian soil. But they did change the living habits of practically every living person in the country and they were major factors in revolutionizing Canadian industry, including Ford of Canada.

Two decades in that half-century saw the wars in full swing. While nation battled nation, Ford of Canada was twice called upon to muster its industrial resources behind the allied armament drive. An immense part was played by the company in this aim, particularly during World War II.

World War I

The days of Sarajevo—the days of Jutland, Gallipoli and Vimy Ridge—now seem so long ago!

With the outbreak of the first world conflict, Ford of Canada began preparation for this new thing called "The War Effort". Employees were exhorted to work for greater production.

In an editorial in "Ford Times" (a company publication at that time), they were told: "Those who keep the pot boiling at home are also doing a share in the defense of

supreme—because they always went where they were wanted.

One of the favorite stories to come from the Front relating to the Ford ambulance involved Tommy Atkins. This soldier was wounded; he was making his way to the rear as best he could when a Ford came dancing down the greasy, granite paved, mud-bordered highway. It jumped off the paving into the mud bath, and then hopped back to the paving; it slipped past convoys, and worked its way past wrecked machines; finally it plowed to a halt in front of the Britisher.

"Jumpin' Bedsteads"

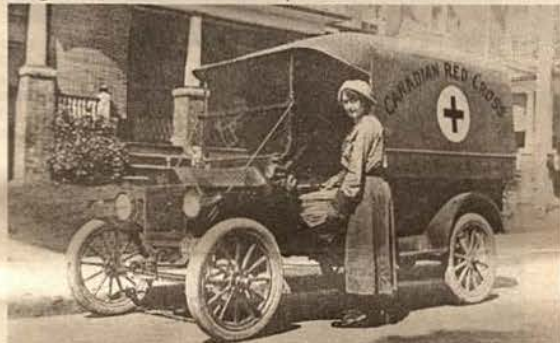
"Blimey," croaked the soldier as they lifted him gently aboard, "If it ain't another of them bloomin' jumpin' bedsteads!"

Meanwhile, the men on the home front were making their individual effort. By mid-1915 the Canadians from Ford of Canada who were with the colors totalled more than 60. In the fall of the same year, the Toronto branch turned over a portion of its salesrooms for an army recruiting office.

Pride in product on the part of the men at home was having its



THE UNIVERSAL CARRIER was the war-time pride and joy of Ford of Canada, as it quickly proved its utility and versatility. Originally the Canadian Army ordered 600 for World War II, but before the war's end we had built 28,988 of them.



A REAL HERO in World War I was the Ford ambulance. The vehicle reigned supreme in the field of battle. No matter if highways and side-lanes had been blown out of existence, the Ford ambulance always arrived at its destination.

the Empire . . . Canada is isolated (from invasion) and even though she sends troops abroad her internal prosperity will be upheld, for then only can she furnish her greatest aid."

Ford Services World-wide

From the beginning of the war, the Canadian-built Ford was pressed into service in every part of the world. It was seen where actual fighting was going on and it was used for recruiting and ambulance service. Particularly hard service was seen with the New Zealand Expeditionary Forces in Egypt.

1914 saw a Ford car equipped with a machine gun and despatched to troops overseas. The gun faced the rear of the car (much like the modern artillery piece) and was a military economic success in that it could be operated by one man.

It seemed everybody wanted the Ford.

On the declaration of war, entire stocks of cars at distributing points in the large Canadian cities were commandeered for use with the Forces. Within a few weeks they were being used for the transportation of troops, carrying ammunition and as mobile signals units.

"The Gasoline War"

As the war grew older it became clear the old-style cavalry was on the way out, being replaced by the motor car. Newspaper reporters and columnists were calling it "the gasoline war".

It was perhaps as an ambulance that troops best remembered the Ford. In this field the Ford reigned

effect, too. Ford cars throughout all war theaters seemed almost to bear a charmed life. They bore the brunt of the work with universal success. They were on a day-and-night grind from the very start, but seldom gave trouble.

War's Mechanical Marvel

It was evident that Ford of Canada's wartime product had proved itself before millions when their uniformed users returned home and gave their verdict. It was significant, "The Ford car was the mechanical marvel of the war," they said.

World War II

With the outbreak of World War II, Ford of Canada was able to gear itself rapidly for the huge defense output which lay before it. This was possible because the company was fortunate in being at least partially prepared for the events of September, 1939.

The groundwork for the manufacture of mechanical transport was begun on an experimental basis as far back as 1936 when the Windsor industry started to cooperate with the Department of National Defence. Because of this preparedness, Ford of Canada was able to start supplying mechanical transport within a relatively short period after the outbreak of war.

Vitally careful planning and co-ordination of effort took place throughout the company. When called upon to deliver literally scores of types of war vehicles it was able to draw from its peace-time

production experience and roll army trucks and other motorized equipment off the assembly line only a few weeks after the first order was received.

And within a few months the whole gamut of Ford of Canada's productive capacity was ranged behind total industrial war effort. In 1942 the last civilian car was built. Continual research resulted in newer and more efficient vehicles so that when allied troops crashed the Normandy beach-heads driving this equipment, French citizens were heard to say, "The Germans have nothing like this!"

Dark Days Also

But there were the dark days, also. At about the time that last civilian car was built, Singapore fell, and with it went the Ford-Malaya plant. Ford property on the European continent was over-run, and as disaster followed disaster, the Allied Nations realized that nothing mattered now as much as total victory.

Everyone geared themselves to achieve the victory. When Winston Churchill asked for tools to finish the job, the president of the company, the late Wallace R. Campbell, vowed: "He shall have them."

The call went out to build military vehicles as fast as possible and young and old employees alike fell to in great spirit.

They gave a tremendous filip to the country's savings certificates and war loans drive, too. More than 99 per cent of all company employees contributed regularly. By the end of the war, \$17,095,900 had been invested.

A Voluntary Blood Donor Service was set up, in which an average of 10,000 employees a year donated their blood. From April 1942 to May 1945 there were 24,000 donations.

12,000 Windsor Employees

By 1942 Ford of Canada had 12,000 persons working in Windsor plants—all combining to form the nerve center of a gigantic productive effort, the largest producers of war vehicles in the British Commonwealth. Up to that time, 130,000 war units had been built, a fact which brought home to everyone how close to the war they were getting.

To increase the volume of steel castings needed for parts in the vehicles being produced, the com-

pany built a one-and-a-half million dollar addition to the existing foundry. This increased the productive capacity of the old foundry by 100 per cent.

5,000 Joined the Services

While all this was going on, Ford men and women were continually leaving to join the Armed Forces. More than 5,000 had done so at the war's end. Others were transferred because of the demand for trained engineers and technicians in Ottawa, in England and in other parts of the world. Most of these men worked on planning of production and allocation of supplies needed by the fighting forces.

Rating as number one war job at the Ford plant in Windsor was the Universal Carrier—a tracked, armoured vehicle which far exceeded the hopes of Army headquarters.

28,988 Universal Carriers

In 1940, the army asked for 600 of them. Then they asked for more and by the time they had finished asking they found they had bought 28,988—and with no regrets.

In every type of battle action they had to face the carriers proved themselves time and time again. They were used as reconnaissance weapons and as flame throwers. With the aid of floats, the Carrier could go through water like a duck. It was genuinely a master-of-all-trades vehicle and it had a fitting conclusion to its war activities when

it carried liberating Allied troops through city after city on the way to Berlin.

But there was also the "Windsor" Carrier. Long on the secret list, this was larger and heavier than the Universal. When the last of these rolled off the production line on April 26, 1945, Ford of Canada had reached another production goal—the 5,000th Windsor Carrier.

380,000 Motor Vehicles Supplied

When peace finally came in 1945, it was disclosed that since the beginning of the war, the company had supplied the Armed Forces with more than 380,000 motor vehicles, including 47,000 armoured units. These comprised both transport and combat types which, with related parts, were valued at more than \$650,000,000. The Carriers, with their spare parts, represented a value of about a quarter of the total.

With the end of the war came the end of the cry often heard in the '40's throughout the Windsor Ford plants: "Get the hell out of the way; there's a war on!" It was now time to speculate on the unarmoured truck and the unarmoured car.

For the first time in four years a new model Ford passenger car was about to be born. Activity did not stop; it just changed direction. A back-log of civilian orders had to be met and Ford of Canada again buckled down to the job to meet the challenge of peace time.



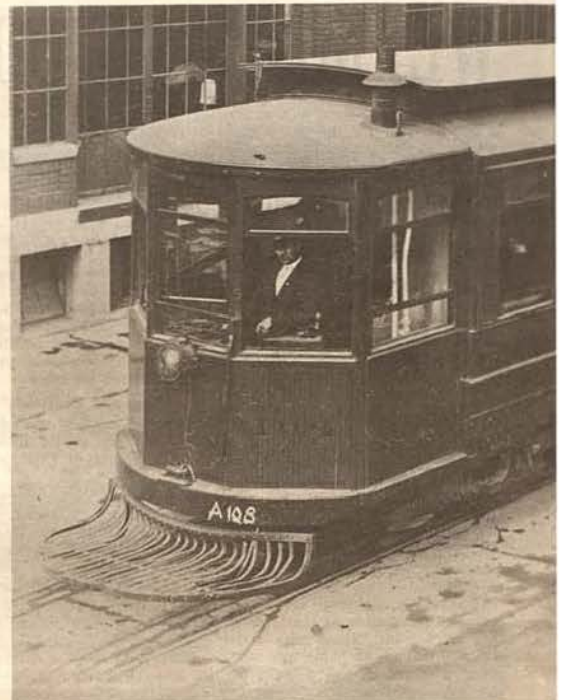
ENGLISH-BUILT BOFORS GUNS, mounted on Ford-of-Canada-built vehicles, brought down more of Goering's pet aircraft than the Reich cared to think about. Here, the complete unit is sand tested at Ojibway testing grounds.

PLACES AND PEOPLE



A FAMILIAR LANDMARK in the early days was the grocery store of William Rockett, just southeast of Walkerville Wagon Works. The store had

a wholesale liquor license (note shutters, lower right). Donald McGregor remarks: "Anything less than a teacup was still wholesale to Bill Rockett."



GONE BUT NOT FORGOTTEN are the street cars and women's dresses in the foreground. The middle of the three women is Miss Grace J. G. M. McGregor's secretary and an original Walkerville Wagon Works gentleman at the rear between the two street cars is believed to be I. employee of Wells and Gray, contractors, and who worked on a number of construction jobs at Ford of Canada. His son, David H. Sauve, Jr., is a ployee of our maintenance department.



A SCENE FROM 1916 is brought back to life with the help of a recovered photograph of the age. The occasion is a dinner to bring together volunteer teachers in the company's former education department. The department's job was to teach English to New Canadians working for Ford of Canada.

Third from right in the second row is Gord Crouchman, toolroom; third from left in top row is Bert Campbell, industrial relations; fifth from left in same row is George Macdonald, tool and die; and second from right in top row is Norman Penney, machine repair.



BASKETBALL CHAMPIONS OF CANADA in 1935-36 were these nine Ford V-8 team. They placed second in the Olympics of 1936. A.—Foundry. B.—Malcolm "Red" Wiseman, disbursements. C.—Stanley payroll. D.—Tom Pendlebury, tool and die. E.—W. R. Campbell, president of Canada at the time.



FORD GIRLS IN 1934 made a cheerful group as they attended a Christmas party being held at the Manor. Some of them are still with us. They are: back row; first left, Norma Boyle, purchasing; second from left, Sarah Weller, filing; fourth from left, Dulcie Crawford, filing; sixth from right, Lula Langlois, purchasing; fifth from right, Annie

Leighton, cashiers; third from right, Nora Mackenzie, secretary to the president; and second from right, Vera McPherson, methods and co-ordination. Bottom row, center, is Pearl McLaughlin, communications; and extreme right in the same row is Effie Lindsay, filing. Many others in the group still live in the Windsor area.



HIGH BUTTON SHOES AND DARK DRESSES were regarded as the "correct" sort of office wear by Ford of Canada girls in 1919. Only one of these girls still works for our company. She is Pearl McLaughlin, extreme left in the front row. Pearl now works in the communications department. Center, front row, is Miss Grace Falconer. Seventh from left in second row is the former Lottie Murray, now Mrs. George Jackson, wife of the vice president—sales



esses such as those Falconer, who was ks employee. The David H. Sauve, an nber of early con- presently an em-



PICKUP CAR for Ford of Canada, with Jack "Jock" Gordon at the wheel. His passenger is Bill Rockett, the storekeeper. Possibly Jock, who is now a driver for another automotive firm, was trying to persuade him to substitute a Ford for the wagon delivery shown in the picture on opposite page, top left.



members of the James Stewart, "Red" Nantais, sident of Ford



SIX-STOREY BUILDING under construction. Note the river, which has been chased back a bit since.



and advertising division. Fifth from right in same row is the former Clara Kincaid, now the wife of J. Alex Cuthbert, manager of the payroll department. Mr. and Mrs. Cuthbert's daughter, Jane, is secretary to E. Douglas Graham, manager, office programming and distribution. Sixth from left, front row, is the former Ellen Cooke, now Mrs. Cooper of Cooksville, who was kind enough to forward this photograph to us. Picture taken in the fourth floor restaurant.



SOME EARLY EMPLOYEES. The top picture was probably taken in 1908 and the lower one several years later. The locale in each case is just outside the old Walkerville Wagon Works building, which at that time was being used as a receiving depot. Some of those we have been able to identify in the lower picture are: first row—fifth from left, Hiram German (dead); sixth, Wilfred McBayne (dead); seventh, Hugh McClelland (retired); 13th, Andrew Moir (dead); 14th, George Williams (retired);

18th, George Redmond (left the company); 21st, Orley Dawman (left the company). Second row—far left, George Perrault (retired); second left, Gus Parent (left the company); sixth, Hilaire "Frenchy" Perrault (dead); eighth, Mort Corner (dead). Back row—far left, Charles McKrow (left the company); second left, Leo Girard (left the company); fourth, Percy Jacques, killed in World War I. McClelland, Parent and German also appear in the top photograph.

"Roaring Twenties" Kind to Ford-Canada

1918 to 1939 Bring Peace And Progress

Private Frank H. Rawlings felt the dull thud in his chest. He heard the sharp crack of his enemy's rifle, and at the same instant he turned to throw his own empty gun at the German sniper.

In a swift, instinctive motion, he glanced down at the round hole in his rough serge tunic, coughed up blood from his shattered lung, and took a last, lingering look straight into the shimmering September sun. Then he passed out cold at the edge of Canal du Noir.

War's End for Frank

The war for Frank Rawlings, Ford of Canada employee of Windsor, Ontario, was over on that September 2nd, 1918. But for the wallet in his breast pocket, which deflected the shot from his heart, Frank would not have returned to Windsor to see and take part in the greatest development period in Ford of Canada's history.

Frank was in hospital in Colchester, England, when the Armistice proclamation was read. It was pouring rain. He was in Rhyll, North Wales, for disembarkation early in December. And he was in Halifax, Canada, early in January, 1919. The sun was shining brightly. It was one of the warmest January days ever experienced in that Eastern Canadian port.

Less than a month later, February 11, Frank Rawlings was back at work at Ford of Canada—according to available records the first returned soldier back on the payroll after the Armistice.

Windsor Little Changed

There wasn't much change at the company or in Windsor immediately after the war. To Frank it seemed as if he hadn't been away for more

REMEMBER WHEN . . .

Three or four spare tires strapped on the rear of a car were regarded as standard equipment? If the extra tires were not on the rear, it was a safe bet more than one was carried in the luggage compartment. Few early motorists were optimists enough to start on a long trip without a good supply of extra tires, and they counted themselves as lucky if they could make an out-of-town trip with only one or two changes.

REMEMBER WHEN . . .

Ford of Canada on April 16, 1915, voluntarily increased the wages of its employees and reduced working hours to 48 hours per week? A company announcement of the raise stated, in part: "All hands in the employ of the company six months or more will receive a minimum wage of 50c per hour, or \$4.00 per day. This will mean that the average laborer now employed by the company receiving 30c per hour will immediately receive an increase in his earnings of \$38 per month. The scale as adopted increases the wages of all employees anywhere from 15% to 60%; higher priced men, however, not receiving the same advance as the present lower wage earners. As a large percentage of the employees are receiving now less than 40c per hour, these employees will all benefit and all get increased earnings anywhere from \$15 to \$40 per month."



FRANK RAWLINGS just before he was discharged from the army to return to work at Ford of Canada.

Remember When . . .

Gray Dort, Maxwell, Pierce Arrow, Franklin, Stanley Steamer, Stutz Bearcat and the Apperson Eight were well-known names in the automotive world?

than a week. There had been an increase in wage rates, but Frank was still too young to qualify for the new rate. However, it wasn't many weeks before he reached the qualifying age of 21 and started taking home a fatter pay envelope.

The Rawlings family, like a good many Windsor people in 1917, when Frank enlisted, had electricity; but some of their other facilities were still outdoors. The one big change in the family home had been made during the war by Frank's father, also a Ford of Canada man. He had installed indoor plumbing.

Nowadays, in the company's Golden Jubilee year of 1954, indoor plumbing is taken for granted in the Rawlings home in Windsor, along with Frank's late model Ford, television set, and the modern brick house which he owns on Elliott Street West. However, his neighbors have a bit of a problem, still, with those outside facilities—not in Windsor, but up at Bala in the Muskoka Lakes region, where Frank owns a comfortable four-bedroom summer home.

Mrs. Rawlings spends the summers at Bala; and Frank left Wind-

sor over the Dominion Day weekend to drive their daughter Sheila to their summer place and to spend a few days of his three weeks holidays putting the place in shape for the rest of the summer. He's also keeping his summer home in tip-top condition, looking to the future when he retires on pension from Ford of Canada.

The Roaring Twenties

Pensions were not on the books when Frank Rawlings rejoined Ford of Canada back in 1919. The big social impact at that time was made by the beginning of Prohibition in the United States. The stage was being set for the roaring twenties. "In My Sweet Little Alice Blue Gown," which helped make Irene the hit musical of 1919, was soon to give way to the raucous "Yes! We Have No Bananas" which everyone with an ear for music, or even anyone with just a voice, was singing in 1923.

Age of the "Flapper"

It was the age of the "Flapper"—when the ladies took to short skirts, bright make-up, short hair, rolled stockings, and close-fitting hats; when they swooned over the romantic antics of Rudolph Valentino in his movie version of The Sheik. Mah-jong was the game craze of 1922-23. Everyone danced the one-step. Marathon dances were held wherever there were enough energetic youths with enough stamina to take part in them.

It was in 1922 that Gordon McGregor, general manager of Ford of Canada since 1904, died and was succeeded by Wallace R. Campbell



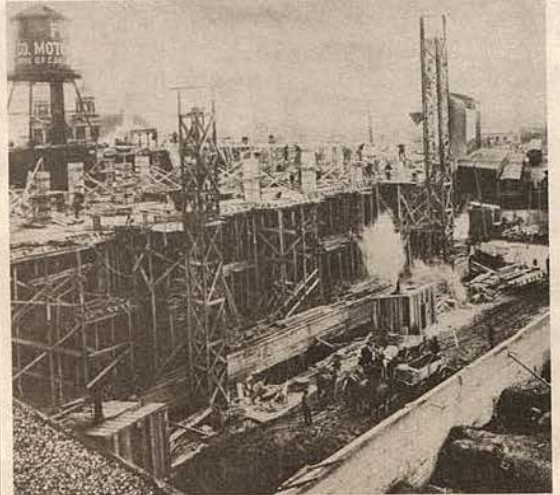
The late W. R. Campbell

as vice-president and treasurer, later to become first Canadian president of the company in 1929.

Frank Rawlings, who is not one to mince words, has fond recollections of Gordon McGregor. In true soldier fashion, he took his first gripe to the general manager, upon finding he was too young to get the increased wage rate.

"Take It Easy, Son"

"Take it easy, son," Mr. McGregor advised him. "You've only a few weeks to go until you're 21. And



ON RETURN FROM WAR in 1919, Frank Rawlings found this construction work, begun in 1915, already complete. This picture shows the crawney and six-storey Plant 1 structure in process of being built, a marvel of industrial construction in those days.

you've got a lot of years ahead with the company."

"He was a real diplomat," Frank recalls. "He could explain company policy, even though you thought you were against it, and make you like it."

Frank had always had a strong liking for the company product. He was among the thousands of Model T fans who rode the highways around Windsor in the old Tin Lizzie. He had his own flivver laid out in pieces many times—somehow they always went back together in the right order—and his faithful old jalopy worked like a watch, just a little noisier.

The Era of the Flivver

The Model T Ford was contributing to, and probably helping to create, the spirit of the times. The phenomenal popularity of the old flivver, with the increased volume of business, brought about the 1922-23 expansion program. (By 1923, sales of the Model T had soared to 80,000 in Canada.)

During the war, the machine shop in Windsor had been increased by more than 300,000 square feet; and cars were being assembled in London, Toronto, Montreal, Winnipeg and Saint John. The company had also taken over properties of the McGregor-Banwell Fence Company and Dominion Forge and Stamping Company in Windsor.

By 1922-23, it was found necessary to build a \$12,000,000 machine shop, Plant 2, which was by far the

Remember When . . .

The best way to go up hill in a Model T was in reverse?

Remember When . . .



Running boards were very handy for Towser to enjoy a car ride?

largest industrial plant of its kind in Canada at that time. As an indication of the expansion during that period, a brochure published in 1924 showed that total investment in plant had reached \$26,000,000, an increase of \$21,000,000 since 1915.

The company was also growing abroad. It had started shipping its products overseas as early as 1905, and had steadily built up its export business until, in 1923, of all the cars shipped from Canada, 54 per cent were Fords.

Expands at Home and Abroad

It was in 1923 that the first wholly-owned overseas subsidiary was set up in South Africa. This was followed in 1925 with the second overseas company in Australia. Others were established in 1926 in India and Malaya, and the fifth wholly-owned subsidiary, Ford Motor Company of New Zealand, was organized in 1936.

Distribution in Canada was also undergoing rapid expansion, and reached the figure of 700 authorized dealers throughout the Dominion by 1925. This was increased to 750 in 1939.

Increased demand, physical expansion, and more output brought more people to Ford of Canada. The number of employees had passed the 1,000 mark in 1911.

When Frank Rawlings joined the company as a drill press operator in the rear axle department, in May, 1913, he knew most of his fellow employees by name. But by 1915, there were about 2,000 on the payroll; and by 1924 Frank found he knew only a small percentage by name, and few more by appearance.

The figure by 1924 had risen to 5,300 employees.

Enter the Cross Word Puzzle

And it was a good guess that most of them or some members of their families, were working cross word puzzles just about then, or trying their Saturday night version of the Charleston.

Frank Rawlings had begun to move ahead in the company. From

Continued on Page 15, Col. 1



The Years Between

Continued from Page 14, Col. 5
to the rear axle department he went to the war; to milling machine operator in the front axle department; to automatics, in 1919; then he progressed to a foreman's job in "cold header" in May, 1923.

From Model T to Model A

When the company switched from the Model T to Model A in 1927, Frank switched, too, although he felt a sentimental tug in giving up his old Tin Lizzie.

The Model A received an enthusiastic welcome from the public. In less than five years after the plant had undergone its gigantic conversion for the new model, 250,000 were produced in Canada.

As the Model A was introduced to an eager public, Al Jolson was appearing in talking pictures in The Jazz Singer. People started playing Contract Bridge that year; and they still disputed Tunney's defeat of Jack Dempsey in the

Remember When . . .



The Model A—and skirts and hats—looked something like this?

ler, Jack Sharkey became heavyweight champion of the world.

Ford's V-8 Engines Bow

Ford introduced the first of the famous V-8 engines, in open defiance of the depths of the depression. In the words of Ward's Automotive Yearbook, the V-8 "burst like a bomb on the market." It was designed to break what was considered at the time a "buyer's strike." The company sold a million V-8's in little more than two years.

These were significant years in the steady march towards the next world war. In 1933 Adolf Hitler became Chancellor of the German Reich. In 1935 the Italians invaded Ethiopia. James Braddock was the new heavyweight champion. "Swing" music was becoming popular; and people were singing "The Music Goes 'Round and 'Round."

This was the year that Ford of Canada added another 27,000 square feet of plant area to its Windsor operations, in the foundry.

Two years later, Charlie McCarthy, candid cameras and pageboy bobs appeared on the scene, along with popular songs "My Little Buckaroo" and "The Merry-Go-Round Broke Down." Joe Louis won the heavyweight title. The Coronation of King George VI was held May 12. Hitler repudiated German war guilt and obligations of the Versailles Treaty. Undeclared war broke out between Japan and China.

Windsor's industrial skyline now



1931

famous "long count" fight. Babe Ruth hit 60 home runs. Lindbergh flew the Atlantic. Clara Bow was the "It" girl of the year.

The roaring twenties were at their peak. Skirts were at their highest—just above the knee. Ladies' hair-do's were at their shortest with the bobbed cut.

The Depression Descends

Two years later came the stock market crash of October 24-November 13, and the depression was begun. It was shortly after the beginning of the depression that the millionth Ford was produced, in May, 1931.

The following year was the worst of the depression. People across the country got double-features at movie houses, one of which would probably have starred Marie Dress-



W. R. Campbell breaks ground for the new Foundry in 1934.

included the wide A-shaped motors of the Plant 4 body shop.

A Man With a Future

For Frank Rawlings, the depression was nearing its end. His daughter, Sheila Ann, was born November 1937. He was active in community affairs, a prominent Mason, a man with a future in a company steadily expanding towards still further goals.

In September, 1939, Frank was president of the Canadian Legion, Edith Cavell Branch 222, Windsor. The following year he was a member of the reserve unit of 30th RECCS. The roaring twenties were gone. The depression was over. The period between two wars had come to its end.

Once again, the country was at war, and Frank Rawlings, Ford of Canada employee, of Windsor, Ontario, was ready to do his bit.

Remember When . . .

Sandwich, Windsor and Amherstburg Railway Company bought Ford buses and thereby ceased to be a railway? Although the first company to operate a street railway car on the North American continent, S.W. & A. turned to buses in 1938 and street cars in Windsor stopped operation.



LESS SERIOUS THAN IT LOOKS was this collision between a street car and a freight car outside the crane-way of Plant 1 on August 17, 1922. No one was seriously hurt, although several street

car passengers were given first aid by Ford of Canada nurses. Many persons still working with the company vividly recall this mishap.

Trolley Clang, Clang Rings No More But Fond Memories of It Linger On

"Clang! Clang!" went old number 101 on the Tecumseh street car line as it jangled and jumped along Sandwich street on Thursday, August 17, 1922, taking Ford employees to work.

A placard advertising a moonlight cruise, popular with both young and old, adorned the front of the familiar green painted vehicle with its over size black "cow-catcher".

Slowly it crawled up Peabody bridge, then flung itself down the other side, swaying, creaking and groaning, as the wooden body twisted around the curve past the Hiram Walker plant on the home stretch of its run.

Passengers lolled in the wicker seats, reading the Border Cities Star or just dozing.

As the street car approached Plant 1, the engineer of a yard engine put the steam to the driving wheels and started to move a string of freight cars along the siding leading to Plant 1.

Deafening Crash

Just at the door of the crane-way in Plant 1, the two met with a deafening crash.

When the dust and noise had settled, old 101 had been knocked off its trolley and lay jammed on its side in the doorway and Wabash automobile freight car No. 19310 was tilted at a crazy angle with its rear trucks firmly embedded into the rear side of the street car.

Miracle Nobody Hurt

In a few seconds, a crowd had gathered to rescue the passengers out of the overturned street car. Miraculously no one was hurt, but according to M. L. Stewart of payroll department, "It caused quite a bit of excitement for a while."

This was but one incident in the life of the electric railway in Windsor as recalled by Ford of Canada employees.

Electric railways were not new to Windsor when Ford of Canada was formed in 1904. The first electric street car in North America made its appearance in Windsor on May 24, 1886, and ran from the foot of Ouellette street to the Peabody bridge. It was not until 1890, how-

ever, that electric street cars came into general use in Windsor.

When Albert Hall, one of the first employees in Ford of Canada customs department, was a youth, an open street car ran the length of Ouellette street. It was especially busy when the Jockey Club at Jackson Park was holding a racing meet. Americans came across from Detroit in boatloads to spend the day at the races.

A ramp ran along the sides of the street car so the conductor could collect the fares.

Unpleasant Trip in Winter

When George Dixon joined Ford of Canada in 1906, he used to ride the street car as far as the Crown Inn, which was situated opposite the Walkerville railway station. He would then walk from there to the Walkerville Wagon Works building. He recalls this was a very unpleasant trip in winter-time when the ground was covered with snow.

Quite a few of the employees preferred to walk in the "old" days rather than ride in the "jumping Lizzies", according to Patrick L. Cada, industrial relations division.

Get Out and Push

In winter time it wasn't an uncommon sight to see Ford of Canada employees leap off the street car and give it a push over Peabody bridge.

Frank Rawlings recalls the "Ford Special" a street car which was waiting every afternoon at the Ford gates to take the men home, much the same as the buses do today. And they were really crowded in

Remember When . . .



Roads like this were all too common?

those days. Another Ford old-timer, Jim Dark, claims that "the street cars were so crowded that men even rode the cow-catchers."

W. E. Laforet, foreman in truck assembly, lived 'away out in the country' when he first started with Ford of Canada in 1913. His house was about seven miles out along the lakefront in what is now part of Riverside.

Seven Mile Ride

"I used to come to work in a street car, and believe me, that seemed like a long ride in those days."

The electric street cars were finally taken off the road in 1938 and replaced by buses. But like the memories they inspire in the minds of Ford of Canada employees, they still linger on.

Dotted about the countryside there is a familiar look to the shape of chicken houses, summer cottages and even a motel. While windows have been boarded up and they are painted every color of the rainbow, the grand old 'jumping Lizzies' are enjoying their leisure years in new splendor.

Wooden Wheel Spokes On Our Cars Until 1925

Up until 1925, all wheels that went into Ford of Canada products were made with wooden spokes.

These spokes were turned from first grown hickory and individually inspected for flaws. The inspector's stamp of approval was placed on the end of each spoke.

Wheels with wooden spokes were made for Ford of Canada by Kelsey Wheel.

In 1925 welded steel spokes were introduced and Ford of Canada began making its own wheels.

Remember When . . .

A drive into the country was an adventure into uncertainty? You were never certain what the next horse you met might do. It paid to be courteous, too, as the very horse you frightened might have to do a towing job for you.

As Sales Went Up Prices Came Down

Prices of automobiles at the beginning of the century were not as low compared to the present day as some persons would fondly recall.

In the beginning most automobiles were only for the rich. Henry Ford's ambition was to make a car for the average man, and in addition to pioneering the low-price field, he believed in passing on benefits of increased production and lowered costs in terms of price reduction.

That Ford of Canada was following this policy is reflected in the record of production in relation to price in the early years.

No Comparison in Value

On the basis of what a man obtains today for his money, there is no comparison in value, but taking into consideration the higher purchasing power of the dollar, the low taxation and lower freight rates, the early car prices were relatively high. Moreover, charges were often made for "extras" which today would be regarded as a standard part of a car.

For instance, in 1907 all models were sold on the basis of \$55 extra "for the top as illustrated".

Models Prior to "T"

In remembering our early-day product most persons think in terms of the Model T, which was the only model we manufactured from 1908

Model T Owners Come To Expect The Impossible

So much came to be expected by the Canadian public in performance of the Model T that on one occasion the company had to caution "not to expect the impossible".

An editorial in an old company publication of 1916 warned that because of its serviceableness, strength, durability and so on "some people are still not satisfied but insist on loading their Model T with all sorts of freak devices or so changing it that mighty little of the car remains as it was when it left the factory."

"If the owner wishes to use the car for pulling stumps or running a threshing machine, there is no way in which we can prevent him from doing so," the company said. "If he wants to make a one-ton truck out of it by using some freak mechanism and making radical changes in the construction of the car to accomplish this, we have no right or authority to prevent him from doing it."

"But we can and we do discourage any of these things and absolutely repudiate all and every liability for anything that may happen as a result of the changes made."

to 1927. But quite a few model versions preceded the "T".

The record of our first sale (to Canada Cycle and Motor, Toronto) indicates we were producing a Model C and Model B; but engine records give at least a paper existence to a Model A. The year given is 1903, which would be prior to formation of Ford of Canada, and this may be the first model produced by the American company, carried as a stock item.

No record of sale can be found for the "A", but the price to the wholesaler for the "C", with which it corresponded identically as to engine, was \$882.50. Whereas the "C" was a two-cylinder engine, the "B" was four cylinders, and priced to the wholesaler at \$1,780. The "C" had eight (and later, 10) horsepower and the "B" 24 h.p.

Six-cylinder Model K

From 1906 to 1908, Ford of Canada produced a Model K, a "luxury" six-cylinder job. Donald McGregor, brother of general manager G. M. McGregor, recalls this as "a huge thing, with an engine which would stretch half way across a large living room". It had 40 horsepower and was priced at \$3,200, which would be a high price for a six cylinder car today.

In 1904-05 a Model F was also produced, with a slightly larger bore than the "C" and of 12 horsepower. No price record for it could be found.

Quite a Range in '07

In 1907-08 Ford of Canada had quite a range of models. The "N" cost between \$630 and \$700; the "S", \$750 for the roadster and \$800 for the touring car; the "R", \$825, as well as the \$3,200 "K".

With the exception of the "A", "C" and "K", all models were of four cylinders until the introduction of the V-8 in 1932. (The original "A" should not be confused with the "A" introduced in 1927-28, which succeeded the Model T.)

Price Steadily Declines

An indication of how price came steadily downward as production per year increased is given by the following table:

Year	1909-10	'10-11	'11-12
Runabout	\$1,000	\$ 900	\$ 775
Touring Car	1,150	\$ 975	\$ 850
Town Car	\$1,400	\$1,400	\$1,100
Production	1,280	2,805	6,388
Year	1912-13	'13-14	'14-15
Runabout	\$ 675	\$ 600	\$ 540
Touring Car	\$ 750	\$ 650	\$ 590
Town Car	\$1,000	\$ 900	\$ 840
Production	11,586	15,675	18,739

In the latter part of 1914, the "Coupelet" and "Sedan"—introductions to the era of the closed car—were added to the Ford line. The initial price of the former was \$850, and of the Sedan, \$1,150.



THE BELOVED PRINCE OF WALES, later King Edward VIII was only one of many members of royalty and distinguished visitors—including Queen Elizabeth II and the Duke of Edinburgh—who have found action, color and drama during a tour of Ford of Canada plants.

Ford of Canada Visitors Find Action, Color, Drama

Color, action, lots of sound effects the drama of industrial production, excitement—all the ingredients of a good show are present at the Windsor plants of the Ford Company of Canada Limited. And thousands of visitors have found the show worth seeing.

One of Windsor's main tourist attractions, the Ford Company of Canada plants are also a source of extra-curricular activities for the city's school children and an educational feature for all sorts of groups, associations and clubs in and around Windsor.

There have been plant tours since just after the First Great War, although organized tours, as such, were not started until May, 1947, when the Community Relations Department was initiated within the Public Relations Division of the company.

Tours Started Informally

George Sinclair, veteran Ford Company employee, now on the plant tour staff, recalls that in 1919, Syd Lloyd, who is now a Windsor photographer, used to take people through the plants on informal tours.

No figures are available on the number of people who visited Ford of Canada during those early years. However, since 1947, more than 90,000 people have taken advantage of the organized tours of the plants. The first year, 1947, 2,241 people visited the plants. This figure rose steadily to a peak of 21,216 in 1950. Since 1950, it has remained between 15,000 and 17,000 per year.

From All Over World

The visitors have come from all parts of Canada, the United States and most areas of the world. It is not uncommon to see visitors wearing native dress following the plant tour guides through the machine shop, foundry or engine plants.

That they are intensely interested in the production of vehicles is shown in the number and variety of questions asked of the tour guides. While the guides have a lot of answers, they are stumped by some of the questions—like the man who wanted to know how much sway there was in the 300 foot high smoke stacks on the powerhouse; or the fellow who asked how many gallons there were in the Ford water tower.

On one occasion, a lady was so impressed by the punch presses that she wanted to know if she could operate one of the giant machines herself.

Ford Popular With Women

The spectacular rise of the Ford car to universal popularity is attributable in no small way to the high esteem in which it has been held by women during the past half-century.

The Ford was off to a good start in the race for popularity as soon as it was made. And when the passing of a few years resulted in improvements to the car's design and construction as well as to the materials used in it, women just had to drive a Ford for themselves.

Simplicity Appealed to Women

Ford cars always have been peculiarly favored by the fair sex because, from the very beginning the Ford has been extremely simple in construction, operation and control. Womenfolk also liked the car's reliability and this gave them confidence. They knew before they got behind the wheel that they would not have to "get out and get under". Therefore, expert knowledge was not necessary.

In the early part of the century, particularly, the Ford was renowned for its simplicity of control—which made for safety.

This is how a 1914 Ford of Canada writer saw the Ford car in relation to women drivers. In the "Ford Times" he wrote:

"Ladies know that a Ford can't run away from them even if they should become frightened and lose their heads.

"One of the most natural and spontaneous actions when one is confronted by a traffic jam or a crisis of any kind, is to throw out the feet as though to brace oneself. This brings the Ford to a stop and no damage could be done even if the hands were helpless from terror. The Ford system of control is so simple that it leaves little for the hands to do but steer. The feet take care of the few vital actions and they act almost automatically.

Coupelet and Sedan Praised

"But now, more than ever, women are turning to the Ford because the new Ford coupelet and the new Ford sedan have made a great hit with them. These enclosed cars are especially appealing to women because of the protection they afford from the rigors of winter and the comfort they provide when the day is cold, rainy or snowy. In less than two minutes one person, man or woman, can turn the coupelet from an open to a closed car or vice versa, and the sedan has all the luxury and comfort of the expensive limousine.

"Women know they can not only drive these cars with ease and safety because they are built and controlled the same as other Fords, but that they are ideal for shopping and calling during uncertain or winter weather. They are all-the-year-around cars."

Ford of Canada products today still appeal to the distaff side as cars they would like to drive.

Whence Comes Word "Flivver"

The term "flivver" was frequently applied to the Model T. Thousands of person familiarly used the word without knowing its derivation.

Dictionaries, such as Webster's and Thorndike and Barnhart, say it is American slang without further comment on source. The "Dictionary of Americanism on Historical Principle" by M. M. Mathews, however, states "origin unknown".

But Eric Partridge, in "Slang or Unconventional English" goes into the matter more thoroughly. After defining its meaning as "a cheap or small motor car" (which is approximately the definition given by nearly all dictionaries) and then adding the year 1920, with the further definition of "small aeroplane (circa 1925)", Partridge states the meaning itself is derived from the American slang of "flivver" meaning a failure.

Partridge further states that the slang arose "from a blend or confusion" of the two words, "flopper" and "fizzler".



MODEL T POWER FOR A BUZZ SAW was only one of the many unusual uses to which owners put the versatile Model T. So much so that on one occasion Ford of Canada felt compelled to warn its customers "not to expect the impossible" from the car.



LIKING for Ford of Canada products over the years by women has contributed much to the popularity of our passenger cars.

Cottingham Tells of Early Days With Ford of Canada Sales Force

By H. R. COTTINGHAM
Special Assistant to the President,
Ford of Canada

I joined the firm of Girdwood Stockwell on October 2, 1909. At that time they were distributors for our company for the province of Quebec and Eastern Ontario as far west as Brockville.

To the best of my knowledge, this firm was appointed in 1907. In addition to holding the distributorship for Ford, they were distributors for Maxwell, Lozier and Oakland cars, and they in turn appointed dealers throughout the territory; but when we opened our branch in 1910, they became Ford dealers. One of these dealers is still operating; namely, P. R. Baril & Frere, Victoriaville, Que.

Early Selling Methods

When we opened our first branch on Union Avenue, just back of Henry Morgan's departmental store, we set up our retail selling organization and handled our own repair work in separate premises on a basis very similar to the present urban dealer arrangement. This method of selling in the urban centers in Canada carried on until 1916 when all branches switched over to wholesale, and urban dealers were immediately appointed in these centers.

At that time, we had branches in Saint John, N.B., Montreal, Toronto, Hamilton, Winnipeg, Saskatoon, Calgary and Vancouver. In the fall of 1919, Saskatoon branch was closed and a branch opened in Regina.

Up until that time, Southern Saskatchewan was handled on a distributor basis by the Saskatchewan Motor Company, of Regina. This company was formed by the late Clarence Bullis and his partner, Jack Broderick, who is still in the automobile business in Regina, having taken over the Dodge dealership when our branch was opened.

By the way, our own Greg Kew handled the closing of Saskatoon and the opening of Regina branch.

I was transferred to Calgary, where I was branch manager for 10 years.

Windsor, Ont., for a number of years was handled on a distributor basis by Universal Motors, and Don McGregor (whose older brother, the late Gordon M. McGregor was the founder of our firm), and the late John Duck were the heads of this firm.

Had to See Whole Family

Retail selling in those days was somewhat different than retail selling today because it was necessary to create the desire to buy in the mind of every customer, and it was not only a question of talking to the customer alone, it really meant selling his whole family on the idea, make several demonstrations and then teach them to drive.

Some of our urban dealers today were salesmen and later on became urban dealers, namely:

Ernie McCullough, President—Maclin Motors, Ltd., Calgary Alta.

REMEMBER WHEN . . .

Speedometers were temporarily discontinued on Ford cars? (January, 1914. "When we have been able to select a satisfactory instrument we will furnish a speedometer for the cars which have been shipped without this equipment. The price will be \$6.00, the same as was allowed," states the Sales Bulletin in making the announcement of discontinuance.)

W. C. Warburton, President—W. C. Warburton & Co. Ltd., Toronto, Ontario.

Fred Chorley, President—Dominion Motors, Edmonton, Alta. (Mr. Chorley was Chief Clerk, Winnipeg Branch.)

The late Wm. Ward was on Winnipeg sales staff and later became President, Canadian Motors, Regina.

Doctors Liked Model T

In Montreal, as was the case elsewhere in Canada, many prominent

Remember When . . .

Ford of Canada's post office address was Ford, Ont. Or do you recall when it was Walkerville, Ont.? (The address was Walkerville from formation of the company to August, 1913, when it was changed to Ford.)

I have very vivid memories of the first closed car to my knowledge in the City of Montreal. It was a coupe and it was made by Lariviere & Frere, prominent coach and body builders at that time.

Dr. Gordon Campbell, six feet, six inches tall, insisted that we design a closed car which would give him plenty of head room because he had difficulty riding in our Model T with the top up. The body was finally completed at a cost several times the cost of the chassis, and while it was a bit of a curiosity on account of its height, nevertheless it gave him good weather protection and he drove it for a number of years until our closed cars came on the market.

"Tall" Problems

I can distinctly remember receiving a request for a demonstration from the Rev. Dr. Robert



ONE SUMMER'S DAY IN 1928 the staff of Regina Ford parts depot lined up to have a picture taken. From left: the late John Yarwood, who worked for Ford of Canada for 30 years; R. Clinton McDougall, central parts depot, Windsor; Laurie Reinholdson, Regina parts depot; Bill MacDonald and "Del" Delanet, present address unknown; George Charrett, service manager, Canadian Motors, Regina; John Balfour, present address unknown; Alfred Wallace, sales manager, Canadian Motors, Regina; Roy Davies, proprietor of Roy Davies Ltd., F-M dealer, Guelph, Ont.; Gerry Erskine, zone manager, Ford of Canada, at Calgary; Arthur Charrett, now retired; Fred Cheetham, now a furniture salesman in Regina; and Ed Barton, present address unknown.

dent doctors and professional men started in with the Model T for their first car. During my time on the sales force in Montreal, I had as customers close to 50 doctors, who, after graduating, started in on the street-car, bicycle, horse and buggy, and later on their first Model T. Today some of these doctors are still alive and I see them occasionally riding in chauffeur-driven cars.

Johnston, who was over six feet, six inches. In fact, he was one of the tallest men in Montreal, and low and behold he was wearing a top hat!

Knowing he was tall, I put the top down before calling on him, but when the top went up, the deal was off because he did not have sufficient head room even with his hat off.

As a result of being well sold on their first car, business and pro-



Mr. Cottingham

fessional men generally purchased new cars at least every 18 months. The question of what to do with the old cars was always a bit of a problem, because our company never took in used cars; all cars were sold for cash; no finance companies; so it was necessary to find a customer with the cash and the desire to buy a used Model T.

The late Gerald Birks, vice-president of Henry Birks and Sons, bought several Model T cars.

Average Mileage 6,000

Average mileage was 6,000 in those days, and believe it or not, 3,000 miles was about the life of a tire.

Carriage sheds were commonly used as garages and there were very few parking garages downtown. Until such time as the City of Montreal purchased the proper snow removal equipment, which was not until 1914, many cars were laid up at the first snow fall and not used again until spring.

First to Paint Colored Lacquer On Auto Bodies

Ford of Canada was the first Ford unit, including Ford-U.S., to use colored lacquer on car bodies. Until that time, all Model T's had been painted with black varnish. It was 1925, under the guidance of the late W. R. Campbell, that such colors as "Elephant Grey" and "Moleskin" started rolling off the assembly line at Windsor.

Henry Ford himself visited the Windsor plant about that time and was so impressed with the color ideas that within 48 hours he had his technicians at the Windsor plant and in two weeks time the American company was turning out Model T's in color.

DID YOU KNOW?

Ford of Canada had about 500 dealers across the Dominion as early as 1913?

Ice Motoring Once Popular Winter Sport

Not so many years ago "ice-motoring" was earning keen popularity as a winter sport. You were really "up to the minute" if you took part in this pastime, and even in 1914, motorists were urged by



Ice motoring on the Kennebecas river, N.B., 1914.

enthusiasts of the sport to try the thrill of a spin up a frozen river. "It offers a brand new 'thrill' and combines all the best features of the other ice sports with none of the hazards," boasted its followers.

"Times" Praises Highly

Even the "Ford Times" of the period spoke in high praise of ice-motoring. This is what it said:

"In ice-motoring there are many miles of beautiful driving and absolutely no road bumps.

"An enthusiast for ice-motoring is J. A. Howell, inspector of Fishery at Selkirk, Man., who often takes his family for a spin on the glassy surface of Lake Winnipeg. Last winter he completed a novel three hundred mile run—all on ice—from Selkirk to Gull Harbour, completing the distance in three days of actual travel. Mr. Howell and his party made thirty miles an hour fine going until he ran into a heavy snow and wind that whirled the car around several times on the smooth ice but no damage was done to car or its occupants.

All Pleasure, No Discomfort

"The physical exertion of skating limits that diversion to a small area; ice-boating is a dangerous sport, and no sport at all when the wind dies down, especially if the crew has to push the boat back to port. Skiing is pretty rough traveling and is very apt to result in some hard tumbles; and tobogganing always means a long hard climb after each brief slide. But the lovers of ice motoring declare that it is all pleasure and no discomfort.

"There is nothing slow about the sport either. With a smooth open stretch ahead, and nothing to steer around, the Ford cars in every case speed away from the fastest skaters and glide along independently of wind or anything else. Snow is no obstacle and the drifts are plowed easily.

"With such an exhilarating sport as this at the disposal of all car owners, the practice which some people have of putting their car in cold storage for the winter seems sheer foolishness."

A "Streamline" Body can cover a multitude of Junk!!



People who claim that the Ford isn't "pretty" enough should be reminded that a traveling Ford looks mighty pretty to a stranded "streamline"!

A "STREAMLINED" CAR was supposed to look like this in 1913. At least, this was one artist's idea as it appeared in Ford of Canada Sales Bulletin in that year.



A spin on the ice at Matane, Que., in 1915.

We Look Forward With Confidence To Next 50 Years

Hap Henri, assistant foreman in the heat treat department at Ford of Canada, had his lunch spread out on the bench when the phone rang. It was noon, August 14, 1945. The phone call was to tell Hap he was about to become a father.

Less than half an hour later, Hap was trying (without too much success) to look nonchalant as he peered at his only daughter, Jeanie Cathryn, for the first time.

The world-wide news of the day took second place for a while in Hap's thinking. The big important thoughts in his mind were the birth of his first child and the opportunities for her future.

But less than seven hours later, he was listening to British Prime Minister Attlee's broadcast announcement that the war was over. The Japanese surrender was official.

Jeanie Henri came into the world as the world entered a new era of peace and tremendous development. With the war over, the countries of the world were now able—in the words of His Majesty The King—"to turn their industry, skill and science to repairing the war's frightful devastation and to building prosperity and happiness."

World peace has been troubled since that day in August, 1945; but the development in industry and science has been phenomenal.

In Vanguard of Growth

In the vanguard of our own country's exciting growth since the war has been Ford of Canada. Even as the people of Windsor were spilling out into the streets for their spontaneous celebration of VJ-Day, Ford of Canada executives were planning the company's post-war development.

Three days later, on August 17, government controls were taken off automobile production, and Ford of Canada plants were soon being cleared of war orders.

The people of Canada were as eager as the automotive manufacturers to get going on peacetime activities.

They saw an early end to the butter, gas and sugar rationing.

They had visions of more meat, new clothes, and electrical appliances.

Impatient to be Mobile

Within a week of VJ-Day, regardless of their tired old wartime tires, drivers were crowding our Canadian highways. They were impatient to be mobile again, impatient to buy new tires, more gas, new cars.

To supply the eager public, Ford of Canada's first job was to convert to peacetime production.

In 1945-46, the Windsor plants were expanded. Contracts were let for construction of an extension to the machine shop building, in order to provide an additional 54,720 square-feet of floor space, and commitments were made for the necessary machinery and other facilities. This initial project was estimated to cost a little more than \$3,000,000.

When civilian production was resumed early in 1946, the company established dual lines of products and organized two sets of dealerships to market them. Ford of Canada introduced the Monarch car, the Mercury 114 passenger car, and the Mercury truck.

Generally speaking, the pre-war dealer organization continued to handle Ford cars and trucks as well as the new Monarch. Franchises were given to a new group of dealers to sell the Mercury, Mercury 114, and Lincoln passenger cars, and the Mercury truck. This dual line idea increased the retail outlets for Ford of Canada products and gave impetus to sales throughout the Dominion on a new competitive basis.

Two Millionth Car

In August, 1946, the two millionth Canadian-made Ford was run off the Windsor production line.

A few months later, Hap Henri, who had joined the company as a heat treat man in March, 1935, and had been made assistant foreman in September, 1943, was appointed foreman in the heat treat department. The date was October 12, 1946.

Ford of Canada made automotive history again in 1948. In the second quarter of that year, Ford startled the industry and the buying public by introducing entirely new lines of automobiles—so new that "there was nothing the same but the air in the tires." In Canada, the Mercury 114 was replaced with a brand new line of Meteor passenger cars which won immediate favor.

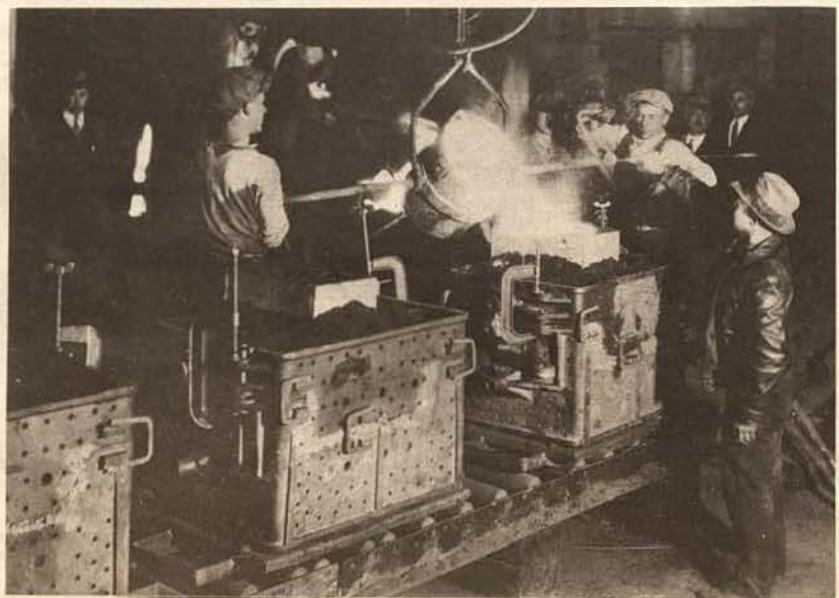
The new cars had such favorable public acceptance that in 1949 the company set a production record of 112,130 vehicles and led all competitors in total sales in Canada.

In the winter of the following year, December 31, 1949, Douglas B. Greig, who had led the company through the first years of its post-war development since his appointment as president in April, 1946, retired from Ford of Canada. The next day, Rhys M. Sale was appointed president.

Facilities Improvement Program

Under Mr. Sale's guidance, an aggressive program of improvement to facilities was begun in 1950, when the company started a \$7,200,000 addition to the power house in Windsor.

That was the year that Hap Henri and other Ford of Canada employees received pension coverage. Pensions covering all qualified employees, the cost to be borne by the company, were instituted effective



CASTING THE FIRST V-8 ENGINE BLOCK for Ford of Canada. The picture was taken in 1932 at Holmes Foundry in Sarnia, which still makes cylinder blocks for us.

October 1, 1950. The group insurance plan—instituted in 1946—was extended, also, and the company took over all costs, which previously had been shared by the company and the employees.

By the fall of 1950, Hap's daughter, Jeanie, was old enough to start attending kindergarden at Prince Edward School in Windsor. The following year, Hap sold his house in Windsor, and allowed himself four months to build another one on Grace Road in Tecumseh.

With the help of his brother-in-law, who is a carpenter and acted as boss-man on the project, Hap built his own house from foundation to roof. Except for a few details of trim and decorating, the house was ready in time for Mr. and Mrs. Henri and Jeanie to move in and for Jeanie to start in Grade 1 at Victoria Public School near her new home.

Multi-million Expansion

Late that same year, Ford of Canada announced a building program, too, a multi-million dollar expansion program including conversion of the Windsor assembly building into a modern engine plant; building of the assembly plant at Oakville, with 32½ acres under one roof; and extensive improvement of foundry and machine shop facilities at Windsor.

First steel for the Oakville plant was erected May, 1952. In August of the same year a new wholly-owned subsidiary was set up to handle the company's tractor and implement business in Canada.

Hap Henri Progresses Also

And toward the end of the year, December 6, Hap Henri was transferred from heat treat to his present position as a general foreman in the tool and die department.

On May 11, 1953, the first car was produced at Ford-Oakville. By

October 1, the 10,000th was run off the production line. Ford of Canada production for the year hit an all-time high of 155,626 units.

While the company's business was expanding at home in Canada, exchange difficulties and import restrictions had forced a sharp decrease in the volume of Canadian-made products marketed through company's overseas subsidiaries. However, the overseas companies were able to expand their gross value of business steadily by handling the products of Ford Motor Company of Dagenham, England, in addition to the limited volume of products available to them from Canada.

In Canada, by 1954, the company has, in addition to the Windsor and Oakville plants, district sales offices in Toronto, Montreal, Saint John, Halifax, Winnipeg, Regina, Calgary and Vancouver. Large, well-stocked parts and accessories depots are located in Toronto, Winnipeg, Regina, Calgary, Vancouver and Saint John, and new depots have been planned for this year in Montreal and Regina.

Total floor area of the company's plants, warehouses and offices in Canada now exceeds 4,850,000

square feet, about double the pre-war total in 1939.

Equipped As Never Before

In this Jubilee Anniversary year of 1954, Ford of Canada is equipped as never before to accept the challenges and opportunities of the future. While the current situation in the automobile industry is disappointing because of a shrinkage of the automotive market in Canada, this situation—in the words of Ford of Canada President Rhys Sale—"has not lessened my optimism concerning the broad outlook for the Canadian economy."

The personal lives of Hap Henri, Ford of Canada employee, and his family, are also keyed to the future.

By the very nature of his job in the tool and die department, Hap works on tools and dies which will be used for future models and materials. Final details including landscaping, are just about completed on his house in Tecumseh. His daughter Jeanie will be entering Grade 4 in the fall, after finishing third in her class last year, with an average of 85 per cent.

Hap Henri, Jeanie, and the company he works for, look forward with faith and confidence to the future.



JEANIE CATHRYN HENRI, who was nine years old August 14, was born on VJ-Day, 1945. She enters grade four at Victoria Public School, Tecumseh, in the Fall, after placing third in her class last year. Jeanie is a member of a Tecumseh Brownie Troop, attends Sunday School at the United Church, and enjoys playing with her life-size doll, "Billie."



Remember When . . .

Standard costume for driver and passengers in an automobile was a "duster" and goggles? And for the driver (male), long leather gloves and a peaked cap as well. Milady had to tie her bonnet with a ribbon under her chin before venturing in those open jobs.

Car Upkeep Less Than Two Horses

In the days when businessmen were still weighing the relative merits of car and horse delivery, quite a few kept account of comparative costs. A number of firms sent statistics to Ford of Canada to show that in day-to-day operation the Ford was more economical than TWO horses and did more work.

One of such firms was Steacy & Steacy of Kingston, Ont. In 1914 this firm bought a Model T with a delivery body. The car, averaging about 50 miles per day on delivery rounds, increased deliveries from four to five a day, with two extras on Saturdays, and with this comparison of costs for the two horses doing the same (but less) work:

Car		Two Horses	
Chauffeur	\$52.00	Driver	\$52.00
Fuel	20.00	Feed and keep	36.00
Insurance	50	Insurance	3.00
Depreciation	15.00	Depreciation	8.00
			\$99.00



LEADERSHIP in post-World War II was first assumed by Douglas B. Greig as president of Ford of Canada. In 1949 he was succeeded by Rhys M. Sale.

Many Recall Incident

Drives Car from Assembly Down Ramp — Into the River

In the 'teens of this century, cars were assembled on the third floor of the four-storey building at the back of Plant 1.

At first, after assembly they were brought to ground level one at a time by elevator. "Then," recalls Phil Ouellette, veteran mechanic-employee, who is on Plant 1 garage staff, "they knocked a hole in the wall of the third floor and built a ramp to run down to the ground alongside the Detroit river."

George Sinclair, guest relations, and many other old timers, recall

a big, hefty fellow, and he climbed on the chassis of a Model T to bring it down the ramp to ground level. For some reason he sat too far away from the controls and when the chassis started to move down the ramp he wasn't able to stop it.

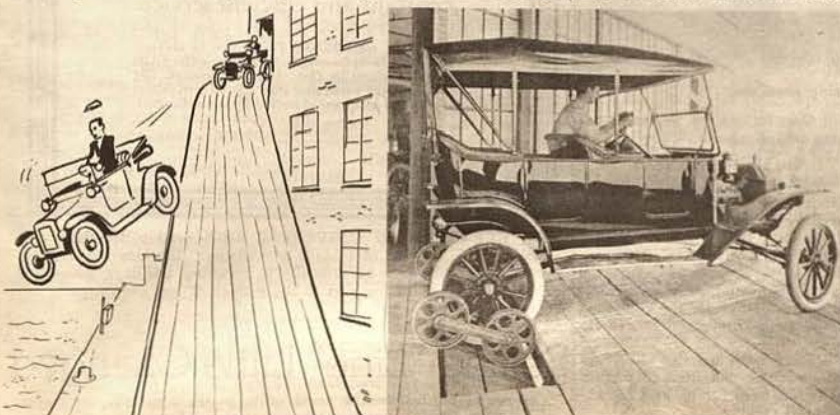
Whoah, There, Bess

"Oh gosh! You should have seen his face and heard him holler! As the chassis rolled faster and faster down the ramp he started to shout at it—'Whoah! Whoah!'—like he was riding a horse. But the chassis

drove into the river—and also by the man who would have suffered the same fate if he hadn't run full tilt into a pile of timber blocking his path—which was a completely wrong one, incidentally.

Phil also recalls Sandwich street being used as a test track.

"It was quite a street in those days," Phil recalls. "Back in 1915 it was, when I first joined the company. We were building Model Ts then, of course, and even though they couldn't go much faster than 45 miles an hour, I guess folks got kind of worried about the safety



THE ARTIST'S IMAGINATION LED HIM ASTRAY in this instance. When Tommy Northam, company staff artist, was asked to illustrate the incident of a man driving down the well-remembered ramp into the Detroit river, he produced the sketch above before he had the opportunity of seeing photographic evidence of conditions. The center

picture shows the protective device at the top of the ramp, which permitted the driver to "get all set" for the descent. The righthand picture indicates a railing along the length of the ramp, and therefore conditions were not quite as "perilous" as the artist at first imagined.

an incident in which a driver landed in the river. As far as can be determined it only occurred once, and Hector Menard, who has been a Ford of Canada driver for 39 years, claims the doubtful distinction.

Phil Ouellette also recalls the incident.

This memory never fails to start Phil shaking with laughter. "There was this guy," he relates. "He was

kept on rolling and he kept on yelling.

"He sure had a narrow escape, too. It ended up with its two front wheels hanging over the dockside. The guy didn't dare move until we pulled him off the chassis!"

That ramp was always treated with respect by those who had to drive cars down it, Phil stated. Especially by the man who nearly

kept on rolling and he kept on yelling.

"Mind you, many new cars were tested and run-in with their wheels jacked up."

Today's Products Better

But while Phil's memories of the Model T days at Ford of Canada are still vivid, they don't take pride of place over his feelings for today's products.

"You can't compare the two," he feels. "There's no doubt we've got the finest jobs you'll find anywhere on the road today. I'm just about ready to invest in one myself to replace my 1950 Meteor.

"Mind you, that car would take some beating. In 1951 she took me on a 6,000 mile tour of the United States under all sorts of driving conditions and I didn't even have to put extra water in the radiator."

Hail and Farewell, Fred Renaud!



The late Fred Renaud

"Ave Atque Vale" (Hail and Farewell!) is a line written by the Latin poet Catullus after he saw his brother's grave for the first time and he believed he would never see it again. And probably nothing could be more aptly applied to this story about Fred Renaud.

Fred Renaud was one of those who noticed Ford Graphic's appeal for stories and pictures of Ford of Canada's early days.

He telephoned the editor to say that he was one of the persons shown in the picture of the paint department which appeared in the

issue commemorating the 50th anniversary of Ford Motor Company of the USA.

The picture, attributed to 1907, was actually taken in 1906—he remembered it very well. "In fact, I wasn't with Ford of Canada in 1907; so it couldn't have been that year," he said.

He first came to work with Ford of Canada in 1905. His job was to clean grease from car frames after they arrived from the Detroit plant.

Old timers might remember Fred better by his nickname of "Dauber". He earned it by going around with a paint brush and daubing paint on the body where it had been scraped off in loading.

This was the result of his first promotion from the grease cleaning job. The paint touch-up job was usually after the autos were loaded in railway box cars.

Fred left Ford of Canada in 1906 to go first into the contracting business and later to work for a lumber company. During World War II he came back to the company, working in the shipping department, making crates and other items.

During an interview with Ford Graphic last winter, Fred took obvious delight in recalling the company's early days, although talking was a bit of an effort because of a serious heart condition.

He was looking forward to reading the anniversary edition.

This is no longer possible, as Fred Renaud died in February, a matter of days after the interview.

But Fred's story is appearing in the anniversary issue nevertheless, as a tribute to that small band of early-day company workers who "budded better than they knew".

"Ave atque vale."

REMEMBER WHEN . . .

The first "annual" outing of Ford of Canada employees and their families was held?

On the morning of June 22, 1914, the good ship "Put-in-Bay" landed 800 employees and their families at Put-in-Bay, Lake Erie. Dancing (one step or hesitation waltz) was enjoyed on the ship's promenade deck on the way down and back, as well as a program of music; the single men defeated the married men in a ball game; a whole program of athletic events was run off, and prizes given out on the way home; many took advantage of the Coney Island type of amusements available at Put-in-Bay; and, of course, a lunch (either picnic style or at the hotels) was enjoyed. All in all, everyone had an enjoyable time and "nobody seemed to care the weather was inclement", a contemporary report states.

Tremendous Growth in First Decade

In a decade, in some respects Ford of Canada had doubled itself ten times over; in others, more than 100 times. The tremendous progress of the company, however, probably cannot be more graphically illustrated than by a recital of the simple facts of that growth.

First Decade Figures

1904-05. Average number of employees, 17. Cars built, 117. Ground area, one acre. Capital stock \$125,000.

1905-06. Average number of employees, 19. Cars built, 99. Area and capital stock the same.

1906-07. Average number of employees, 44. Cars built, 127. Branches, 1. Area and capital stock the same.

1907-08. Average number of employees, 35. Cars built, 324. Capital stock, area, and branch houses the same.

1908-09. Average number of employees, 55. Cars built, 486. Branches, 2. Area and capital the same.

1909-10. Average number of employees, 118. Cars built, 1,280. Branches, 5. Capital stock and area the same.

1910-11. Average number of employees, 251. Cars built, 2,800. Branches, 6. Capital stock, \$1,000,000.

1911-12. Average number of employees, 565. Cars built, 6,400. Branches, 9. Area, 55½ acres. Capital stock the same.

1912-13. Average number of employees, 921. Cars built, 11,600.

Branches, 9. Capital stock and area the same.

1913-14. Average number of employees, 1,400. Cars built, 15,675. Branch houses, area and capital stock the same. Two service buildings in course of construction.

Don'ts for Early Ford Motorists

"Don't fail to strain gasoline when filling tank."

That isn't the sort of thing today's motorist would expect to read in his service manual; but it was never left out of the list of "things not to do" issued to Ford owners early in the century.

Take a look at some of the other "DON'TS" for Ford users: Don't start car with spark advanced.

Don't start car unless emergency brake is on.

Don't use any kind of shock absorbers. They are dangerous. Don't try to start car until throttle rod has been advanced five or six notches.

Don't see how fast you can pass horses.

Don't measure gasoline by the light of a match.

Don't forget to put the curtains tidily away.

And here's one which you wouldn't hear today:

Don't listen to the accessory man. You haven't room on your car for all "improvements" he has for sale. (!!)

Sells Whole Carload of Fords 2 Hours After Becoming Dealer



J. H. WATKIN
F-M dealer, Vernon, B.C.

Two hours after he signed a contract as a Ford of Canada dealer, J. H. Watkin sold a whole carload of Ford cars. (A carload in 1915 would normally consist of seven Model T's.)

This was reassuring, as Mr. Watkin had some initial doubt that he was following the right course, for he had been associated since 1907 with W. H. McLaughlin, the Buick dealer in Oshawa, and had arrived in Vernon, B.C., originally in 1911 with a carload of Buicks.

On Right Bandwagon

"The salesman who signed me up was Tom Sullivan, organizer for the Okanagan Valley," Mr. Watkin informs Ford Graphic. "He had quite a time getting me interested because of my association with Mr. McLaughlin. However, it did not take me long after the franchise was signed to realize that I was on the right bandwagon.

"In those days (1915) Vernon's population was about 1,200. On the Saturday night that I took the dealership I went down the street and sold a whole carload of Fords in two hours—no trade ins!

"Later, I would leave town at six o'clock in the morning, take my lunch with me, and come back at ten at night with six or eight sales.

His First Premises

"My first establishment was a tin-roofed shed, 25 by 50 feet in size. I was the sole mechanic and Mrs. Watkin kept books and collected accounts—and I don't mean maybe.

"At first I had a partner but we did not last long as partners as I found I was doing all the work. When we broke up he offered me his Gray Dort franchise but I told him I was not selfish and let him keep it.

Topped Million Mark

"From that day on, Watkin Motors Limited has never looked back. Last year we had our biggest turnover in sales and service. We



The original dealership premises.

topped the million mark and our payroll was \$90,000."

Watkin Motors Limited is the oldest established dealership in British Columbia. In outlining the story of Mr. Watkin in this anniversary edition, Ford Graphic seeks to pay tribute to the approximately 1,000 company dealers in Canada who have served the company so well, many of them for a long period.

Activities As a Citizen

Like most dealers, Mr. Watkin's activities as a citizen have been almost as extensive as his business career. He started the Vernon Golf Club and was its president for many years.

He has been president of the Vernon Country Club and also of the North Okanagan Progressive-Conservative Association for 12 years. In 1922, he helped to organize the Vernon Rotary Club, being with J. S. Galbraith and D. McBride the only charter members still in the club.

For some years, too, he was president of the Vernon City Club and vice president of the Vernon Board of Trade. Many times he headed the executives of local sports clubs, particularly cricket, curling and hockey associations.

"The only activity I have not taken part in is City Council," remarks Mr. Watkin. "Here I took the advice of Henry Ford when he

said that as dealers we could not serve two masters.

Highlights of Career

"One of the highlights of my career came in 1919 when I had the privilege of entertaining the Duke of Windsor, then Prince of Wales, during his special tour of Okanagan. On other occasions I drove the Duke of Connaught, Princess Patricia and the Duke of Devonshire on similar tours throughout this lovely valley.

"I have been married 40 years and have one daughter. My chief hobby has been fishing and collecting used cars!"

Tractor Goes AWOL

In recalling the early days, one incident which remains vividly in his memory is an experience with a tractor. "It took three men and a jackass on a 12-foot rope to start a tractor. When we got the tractor started we would fix the steering wheel so the tractor would go around in a circle on a vacant lot.

"One evening when we went to bring in the tractor it was gone. We later found it in the basement of the home of one of our citizens where it had smashed the furnace!"

If Mr. Watkin has a theme it is, "We never looked back." After 39 years as a dealer, Mr. Watkin still has his eye on the future . . . As has the entire Ford of Canada organization.



Early Vernon street scene outside Watkin Motors.



Watkin Motors Limited premises today.



It's the car with the down keep. The Ford's surprisingly low first cost is matched by its low cost of maintenance. And six thousand service stations—where all Ford repairs are to be had at reasonable prices—insure its constant and efficient service.

Here's the test: 300,000 Fords now in service. Runabout \$675; Touring Car \$750; Town Car \$1000—f.o.b. Walkerville, Ont., with all equipment. Get catalogue and particulars from (insert here, in this type, name and local address of Dealer or Branch).

THE EYE-CATCHING UNIVERSAL SIGN readily identifies this example of early Ford of Canada advertising. The older generation, particularly, will have no difficulty in recalling the days when this advertisement played its part in the growth of our company.

Selling "Line" Little Changed

Advertising blurbs over the years have not changed much in their basic approach to selling automobiles. The following ad, written for Ford of Canada in 1916, could appear today and be equally timely.

The only part which really dates it is the emphasis on "simplicity". Here is the ad-writer's message:

"Look upon the purchase of your car as an investment, bearing in mind that depreciation is as much a part of the cost of ownership as are running and repair expenses.

"Other things being equal, simplicity reduces depreciation to the minimum, depreciation being recognized as the difference between the purchase price of the car and the figure at which it is sold second hand.

"Buy a car best suited to your particular needs, which means, in

other words, a car adapted to your average requirements.

"Buy a car which will give the greatest service at the least cost, always remembering that simplicity in an automobile begets economy in upkeep and operation as well as preventing excessive depreciation."

Motorist Got Real Service 40 Years Ago



Although there were certain occasions when many a young swimmer was happy to have his Model T run out of gas or just "conk" out, he didn't have to be stranded—even 40 years ago.

During World War I Ford of Canada came to the aid of the stranded motorist by introducing service cars in principal cities in Canada. These cars—20 in all—were at the beck and call of Ford owners needing quick help on the highway.

The service was available day or night for those who forgot to have the gas tank filled or left the car keys in that suit at the dry cleaners.

The service cars were equipped with search lights, fire extinguishers, tire pumps, and an emergency steering wheel. An anti-freezing device attached to the exhaust thawed out cars on winter mornings.

The service men on the cars, were especially trained at "trouble shooting" and repair work, and were dressed in natty uniforms to make the service more attractive to women drivers of Ford cars.

Sale Pioneered Ford-Australia

Ford-Australia is proud of the fact that one of the executives who guided its early footsteps now holds the top position in its parent company in Canada.

He is Rhys Sale, now President of Ford Motor Company of Canada.

Mr. Sale was one of a number of executives who arrived in Australia in December 1924 to pioneer Ford manufacturing.

The new Company in Australia also had the benefit of the work of a number of other Ford executives who have reached senior posts in other subsidiaries.

B. O. Stevenson, who in 1950 became Managing Director of Ford-India and T. B. Cavaghan, now Director of Finance in Ford-New Zealand, were two others who helped form the Company.

Still with Ford-Australia are Acting General Superintendent C. C. (Slim) Westman, who arrived in Australia in early 1925, the year of the Company's foundation, and Ewart Hughes, now Secretary and Director of Finance.



Australian Coupe-utility

Ford-Australia Body Design Adopted All Over the World

A body style first developed by Ford-Australia to meet Australian motoring conditions has become so successful that it has been adopted by other motor manufacturers all over the world.

The style is the coupe-utility, which combines the features of a closed car and a light pick-up truck.

Three Deserve Credit

The design was developed at Geelong, mainly by three men—Acting General Superintendent C. C. "Slim" Westman, Body Design Engineer Lew Bandt, and former Pattern Shop Foreman Tom Carrie, who has now retired.

Tom Carrie, first pattern maker in the Australian company, made a sample body, born of an idea by Slim Westman, who recognized the possibilities of building an improved body for light commercial vehicles.

This came about when passenger cars introduced longer wheelbase,

Remember When . . .

The company shipped free to each dealer a winged pyramid bracket Ford sign, finished in blue and white enamel, and 30 inches long? (1914). Ten foot signs were also made available at cost.

Contractor Made Sure He Got Round of Golf

An outside contractor, erecting buildings at Geelong for Ford-Australia back in 1925, believed in amenities on the job, according to Bob Taylor, now of Geelong Branch Service Department.

"The chief engineer of the contracting company was an ardent golfer," Bob said.

"When he found that Ford-Australia had wisely provided sufficient land for future expansion in addition to that required for the current building program, he decided it shouldn't be wasted.

"He put down a private nine-hole golf course for his own benefit on the unused land and played a round whenever he had time off."

REMEMBER WHEN . . .

All the branch managers met at one time for the first occasion in company history?

(At Ford, Ont., January, 1914. Attending were F. I. Fox, Toronto; W. L. Stoneburn, Montreal; George A. Malcolmson, Winnipeg; D. L. McIntyre, Hamilton; W. H. Smith, London; H. C. Hersey, Calgary; W. S. Kickley, Vancouver; C. S. Hoben, Saskatoon; W. C. Warburton, St. John. C. G. Bullis of the Saskatchewan Motor Company of Regina and Donald McGregor and John Duck of Universal Car Agency of Windsor also were in attendance.) Photograph, taken at the time on the steps of Plant 1, appears at the right.

Remember When . . .

Harry Angrove, Ford agent at Kingston, Ont., had remarkable success in selling cars to farmers during their busy season? He brought along with him a young man who knew farming, and while Harry took the prospect for a drive in a Ford, the young man carried on with the work the farmer had previously been doing.

enabling easy conversion to light commercial vehicles.

Suggested by "Buckboards"

The idea originated with the old "buckboard" type vehicles built on Model T and Model A chassis.

Lew Bandt, who began designing Ford bodies for a distributor before the company started in Australia, remembers how this new model began.

"Slim Westman came to me one day and said he wanted the front end of a V8 coupe combined with a utility tray.

"He said Australian farmers wanted more passenger protection and more comfort.

Comfort Plus Capacity

"With this new body they would have all the comfort of a sedan with the carrying capacity of a light truck—all in one vehicle.

"With Tom Carrie's help we built the first pilot model in 1933, and went into production in 1934.

"Since then we haven't looked back, and every year the coupe utility has been a volume seller.

"Now we are making two coupe-utilities.

"Most popular is the Mainline, built on a strengthened V8 chassis, and we are making a few Popular coupe-utilities, built on the English 10 horsepower Popular sedan chassis.

"And the style has been copied by many other companies, not only in Australia, but in many other parts of the world."

They Founded An Industrial Empire



HENRY FORD



EDSEL FORD



HENRY FORD II

(Portraits by George Lonn, Ottawa)

Dealer Organization Grew Like "Topsy"

Like many other phases of operations in Ford of Canada's early years, the dealer organization had a Topsy-like growth.

Canada Cycle and Motor Company, which purchased the first cars sold, was apparently acting as a wholesaler, as an entry in Ford of Canada's "Journal" indicates that two of the three cars purchased were re-sold to the Automobile Garage in Hamilton, Ont.

The cars were shipped by express to Toronto in February, 1905. Coincident with this consignment was the shipment of a Model C to the Eastern Automobile Company, which apparently was the second customer.

First Sale to Individual

First sale directly to an individual by the company was to C. D. Burdick of London, Ont., some time prior to April, 1905, as the "Journal" makes an adjustment entry for this month, sale of the car and an extra set of tires being credited in error to the Model B account.

A further early "Journal" entry indicates that automobile plugs were sold to William Gray and Sons, Chatham, Ont. This is revealing because it shows that another Canadian manufacturer in the carriage trade was interested in automotive prospects; and the Gray firm later teamed with Dort, a buggy manufacturer from Flint, Mich., to produce the Gray-Dort, which, for a time, enjoyed popularity in Canada, but which, long since, has disappeared from the automotive scene.

McGregor First Salesman

Gordon McGregor, general manager, did the selling himself. (In fact, the office staff at the outset consisted of only three persons.)

And a very active salesman he must have been, for the export market opened almost immediately in addition to domestic sales.

As stated, the first shipments were in 1905, and in the very next year export shipments outnumbered domestic sales by more than three to one! Produced in 1906 were 54 Model C, 12 Model K and 35 Model N. Of these, 76 were for foreign



Model S

markets and 25 for the Canadian consumer.

Fords were shipped to many parts of the British Empire—to such places as Aden and Hong Kong, as well as to Australia, South Africa, New Zealand, India and Malaya, where Ford of Canada subsequently established subsidiary companies. The first car was imported by South Africa in 1907 and 16 years later a subsidiary company was formed there, the first of the overseas companies.

Mr. McGregor personally visited Australia in 1909 and he opened a branch in Melbourne and made arrangements for agencies in each of

Remember When . . .

H. R. "Pat" Cottingham, now special assistant to the President in Toronto, was "road man" out of Montreal, under Warren L. Stoneburn, manager of the Montreal branch?

the Australia states. As a result, a trickle of Canadian-built Fords began to increase to a swollen stream, resulting in formation of a subsidiary company there in 1925.

Accounting records indicate that CCM had been a customer of Walkerville Wagon Works prior to formation of Ford of Canada. Undoubtedly Mr. McGregor had potential handlers in the former company's agents and retailers. Far-seeing retailers in the wagon and carriage trade probably realized that the horseless carriage was not a passing fancy, nor destined to remain a rich-man's toy. In any event, many of them were willing to handle cars as a sideline for their richer or more adventurous customers.

Undoubtedly a sizeable proportion of dealers "drifted" into dealerships somewhat in that manner. A man in a particular community would be asked, or would ask, to be an agent for the Ford car in his area. He might operate a carriage business, a bicycle shop or be regularly employed in some other type of work.

Sideline Becomes Full-time

Many local salesmen, however, soon began to find their sideline had blossomed into a full-time business, and gave up their "regular" line in its favor.

The arrangement between the company and the local salesman or agent was direct and simple. The local man sold cars for the Ford company and he got a commission for doing so. As the automobile business expanded and the conditions surrounding it grew more complex, the number of clauses in a dealer contract, and the intricacies of the situations they were designed to cover, kept pace.

In less than a decade, the number of local agents, or dealers, had grown in Canada to between 400 and 500. (In 1913, a Ford of Canada "Sales Bulletin" refers to more than 400 dealers, and in 1914, on one occasion uses the round figure of 500.) In 1925 this figure had increased to more than 700.

In 1946, when Ford of Canada resumed civilian production, dual lines of products, with two sets of dealerships to service them, were introduced.

Many Still With Us

At present the number of dealers in Canada is approximately one thousand. This does not include the dealers under Ford of Canada's overseas subsidiary companies.

A fair number of the early dealers are still in business; they have grown with the company—as Ford of Canada prospered, they prospered.



First Meeting of All Ford of Canada Branch Managers.

Ford-Australia Began In Unusual Buildings

Nearly 30 years ago our largest overseas subsidiary—Ford-Australia—began making Ford cars in the most unusual collection of buildings imaginable.

Back in 1925, Ford-Australia began operations in what were formerly a brewery, a woolstore, a meatworks and a farmers' co-operative warehouse.

Triumph of Improvisation

It was a triumph of improvisation, which enabled the infant company to begin trading three months to the day from its formation.

It began not just in one center, but on a national basis throughout the vast continent of Australia.

And there was a significance—perhaps unrealized—in the choice of temporary buildings, all of them formerly devoted to the handling of Australia's primary production.

For the coming of Ford was one of the greatest steps forward in the country's industrial development.

The economy was becoming more balanced, with industry taking an important place alongside primary production.

Ford of Canada became the first of the major overseas automobile manufacturers to begin production in Australia.

Before the Australian subsidiary of Ford-Canada was formed, Ford vehicles were assembled and sold by distributors in the capital city of each State.

"We had a little trouble learning the new methods of this Canadian company, too. It used a Canadian accounting system which nobody here understood," said Jack Field, now assistant controller of general accounting, Ford-Australia.

Nice for the Dealers!

"Our cars were then sent out to dealers with a sight draft, requiring immediate payment. But our cashier had never heard of sight drafts and didn't know what to do with them, so he carefully filed them away for weeks before he discovered the dealers should have been paying them on delivery of their cars."

In Fremantle, Western Australia, the wharfside warehouse was not entirely suitable for motor vehicle production.

The floor was built of planks, with half-inch gaps between them.

Never Any Surplus Stock

"There was never any surplus stock," say old employees.

"Nuts, bolts and small parts dropped usually went straight through the gaps in the floor into the sand underneath."

At Geelong, the company offices and plant were really decentralized.

Bob Taylor, now of Geelong branch service department, who has

been with the company from its inception, says:

"The offices were scattered all over the place.

"The branch and home office service department were over the city gas office, sales and accounting were on the first floor of another building, the assembly line and parts department were in the woolstore.

Parts Stacked Everywhere

"And we had parts and vehicle components stacked everywhere we could find an empty storage space.

"The assembly line was only about 40 feet long, but it still turned out enough cars to present a storage problem.

"The first cars to come off the assembly line used to be parked in the street outside, because we had nowhere else to put them."

Ford Progressing In Troubled Malaya

Ford Motor Company of Malaya Limited was incorporated in Singapore in November, 1926, but long before that, Fords had been distributed in the territory by a dealer organization.

The first managing director of Ford Malaya was H. A. Denne, now general export manager of Ford Dagerham, and the first company offices were on Robinson Road in Singapore.

By the end of 1936, after having been in operation for ten years, there were 134 employees at Ford Malaya.

In December of 1941, war with Japan broke out, and by February 1942, the defence of Singapore ceased. The Japanese and British generals met in the board room of the Ford Malaya offices, and the surrender was formally made.

During the Japanese occupation, the plant was used for the assembly of Nissan and Toyota trucks.

When the war ended, the British Military Administration took over the plant and used it as a base workshop until April, 1947. By the end of that year, the "business as usual" sign was up again, although employment had declined to 68, and unit sales for the year totalled 44, compared with sales of more than 4,700 in 1941.

Since then, Ford Malaya has progressed rapidly, despite the state of emergency that has existed since 1948. Troops and police, engaged in grim jungle fights with communist bandits, have made extensive use of Fords as scout cars. Used as armored vehicles, the cars are fitted with heavy armor plate, and are used on rough terrain.



DEALER DRIVE-AWAY to all parts of South Africa in 1927 attracted considerable publicity. The 78 Model Ts are lined up outside the Grahamstown Road factory.

Ford-South Africa Oldest Of Overseas Companies

A stiff breeze, the breath of the vast Indian Ocean, swept across Algoa Bay, lifting dust and skirts with the same indifference around the town of Port Elizabeth, South Africa.

It was a warm breeze, for the month was December. Back in Canada the land was white with Christmas snow. In South Africa men were laboring in shirt sleeves as they unloaded heavy cases of machinery for the first overseas subsidiary of Ford of Canada.

H. F. A. "Axel" Stockelbach, the manager watched the unloading of equipment that day in December, 1923. A month before, he had rented a small office on Main Street in the center of the town. On December 29, the Ford Motor Company of South Africa, Limited, was incorporated as a private company and registered.

First of Its Kind

First of its kind in the country, the plant on Grahamstown Road opened January 1, 1924.

Previously, cars arrived in South Africa in a semi-knocked down condition—fenders, hood and wheels off and packed so orderly and were so complete that two men could assemble the car in half a day.

One of the workmen was Charlie Mowatt, now chief engineer, industrial engineering department, who holds the company record for length of service. The late Mr. Cunningham was superintendent at the time and a Mr. Harrison was chief clerk. There were eleven people on the accounting staff and two sales clerks.

One of the typists on the original staff, Eve Colling, is still with the company.

During the first few weeks, many new people joined the staff, among them Bill Jacobs, foreman of major repairs.

Bill was one of the first roadmen, and toured the newly franchised dealerships.

Native Trading Stations

"Some of these places weren't garages, really," he recalls. "Many were little more than native trading stations which had to be re-organized completely. However, others were well-established and prosperous businesses, firms which had for years been distributing Ford cars.

One of the dealers, whose franchise dates from January 1, 1924, the first day of production at the new plant, is Holmes Motors, one of the company's most progressive dealerships.

Another colorful veteran of the early days, still with the South African company, is Stan Filkington, head of the customs and traffic department. Stan remembers the command of Mr. Harrison who hired all staff. And it was a command, Stan emphasizes.

"From now on," Mr. Harrison used to say, "You eat Ford, sleep Ford and dream Ford."

"And that's just what you did do," says Stan, "Not because you

were scared of your job—there was work about—but because you felt you were building something important."

By mid-1942, the plant had a staff of 70, and about 20 more were on administration staff.

Just how hard men did work in those days can be seen from the production figure of 1,446 units in the first 12 months, and that with the almost primitive tools of the time.

By early 1929, only five years after the beginning, it became obvious that a new and larger plant was essential. On September 5, a new site was cleared and building began on what was considered the most modern assembly plant in Africa. It covered about 12 acres.

In August, 1930, the whole plant was moved into the new building. By now, 168 men were on production staff. They turned out 3,658 units for the year. Ten years later, in 1940, the same plant produced 23,550 units during the year, with a staff of 982.

Next Big Development

The next big step in development of Ford of South Africa was the opening of the present plant in 1948. The ceremony was performed by the late General Smuts. During that same year, many new schemes were put into operation and many far reaching decisions were made.

On September 11, the plant was thrown open to employees and their families; and 2,000 guests toured the new plant and inspected the 1949 models. This was the first time staff and their families had been invited to view new models ahead of the public.

By now, the staff numbered 1,100. Of particular interest to them in 1948 was the introduction of the staff pension and group life assurance plan. Another highlight that year was the opening of what is still one of the finest industrial cafeterias in South Africa.

On the dealer side of company activities, the 25-year dealer association plan was introduced. Seven dealers whose association with the company dated back to 1924 were awarded bronze commemorative plaques and gold watches to mark the Silver Jubilee of association.

First Assembled Prefect

The year 1948 was also the year that Eric Louw, minister of economic affairs, drove the first Prefect car assembled at Port Elizabeth off the final assembly line.

Latest addition to the South African company is the new administration block, opened in January, 1954.

The building was started in November, 1952, when the first turf was cut by H. F. A. Stockelbach, 29 years almost to the day after he watched the first of his plant machinery being unloaded at Port Elizabeth as the breeze swept in from the Indian Ocean across Algoa Bay.

New Zealand Development "Exciting"

In terms of automotive history, 18 years is not a long period of time. However, to employees of Ford of New Zealand, the past 18 years have been filled with interest and excitement.

Since January, 1936, when the first shovelful of sand was turned on the site of the newly-constituted Ford of Canada subsidiary, great advances have been made by the New Zealand company.

George H. Jackson, now vice president—sales and advertising, was the first managing director.

Those who joined the company during the first year of operations remember the intense interest taken by the general public in formation of the new venture and the awe with which the huge—by New Zealand standards—building was regarded as it gradually took shape on what had previously been semi-swamp land.

On Maori Village Site

Originally the site of the old Maori Village of Ohiti, the area of the new building adjoined the sea and was low lying with occasional sand dunes.

The new plant was of the most modern earthquake-resisting design, embodying many details of construction entirely new to New Zealand. The design has since stood the test of time well, withstanding several violent quakes which caused only minor glass breakage and a few crushed bricks.

Before the building was completed, employees used to walk the 100 yards or so to swim in the bay during their lunch breaks. However, this was not possible for long, as the vast area in front of the building was reclaimed from the sea and industrial plants and warehouses sprang up along the coast.

First Off Assembly Line

Eight months after excavation began on the plant site, the first vehicle rolled off the final assembly line. Two months later the entire plant—one of the largest industrial buildings in the Dominion—was completed and in full production. In 1938 additions were made to the plant bringing total area to 183,000 square feet.

So quickly did the plant swing into production that the work of completing the concrete floor had to be done after production started. Workmen had to move crated components from one position to another to allow completion of various sections of the floor.

The War Years

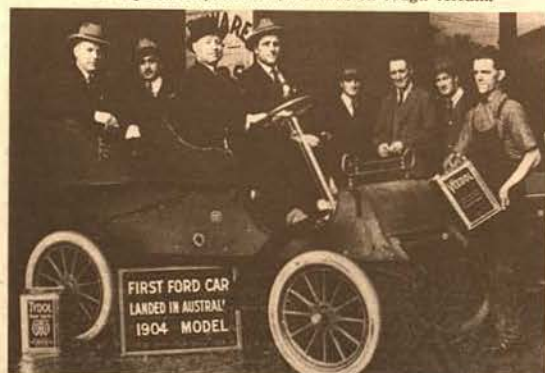
Three years after the plant was opened, war was declared. Ford Motor Company of New Zealand Limited immediately concentrated its efforts on re-organizing for production of war materials.

Two months later the Centennial Exhibition opened at Wellington. Many still remember with pride the Ford of New Zealand exhibit, which was the most outstanding private company exhibit in the exhibition.

The Post-war Period

Highlights of the post-war period began with the production of the first civilian passenger car in six years. It was on May 16, 1948. The car was a Prefect. Climax of post-war activities was the visit of Her Majesty, Queen Elizabeth II and His Royal Highness, the Duke of Edinburgh on January 11, 1954.

In between, came the introduction of the history-making "Forty-niner" and the "Five Star" Consul and Zephyr Six. Also during this time, Ford of New Zealand greeted R. M. Sale, T. J. Emmert and G. H. Bates on an overseas visit.



FIRST CAR in Australia was this 1904 model, landed in Sydney. The name of its owner and what happened to the car, are a mystery, but this old print was found in a photographer's archives.

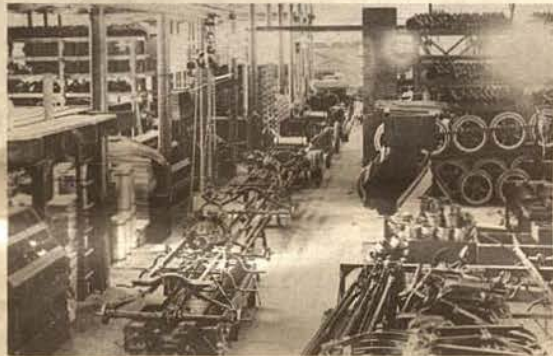
FORD OF CANADA'S WORLD-WIDE OPERATIONS



FORD-AUSTRALIA'S HEADQUARTERS today, with considerable of the surrounding land built in. Nearly all of the vacant land remaining is owned by the company as provision for future expansion. Ford-Australia was established in 1925.



C. A. SMITH
Managing Director
Ford Motor Company of Australia
Pty. Limited



FINAL ASSEMBLY at the former Grahamstown Road plant of Ford-South Africa. Much of the material had to be man-handled.



FINAL ASSEMBLY LINE at the new Henry Ford Road plant of Ford-South Africa. Compare with picture on left.



C. W. DACE
Managing Director
Ford Motor Company of South
Africa Pty. Limited



OFFICIAL OPENING DAY ceremonies at Ford-New Zealand, April 7, 1937. The Hon. Robert Semple, minister of works, who officially declared the building open, is shown speaking to the gathering.



WAR WORK at Ford-New Zealand during World War II found mostly women and older men at the task of turning out heavy vehicles and munitions, the young employees having joined the armed services.



B. F. JAMIESON
Managing Director
Ford Motor Company of New
Zealand Limited



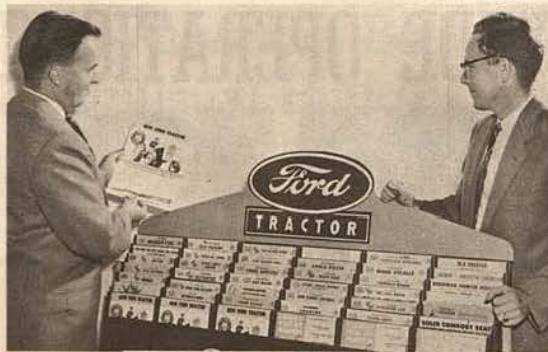
FORMAL SURRENDER of Singapore to the Japanese in February, 1942, took place in this board room of Ford-Malaya.



STILL OPERATING in Singapore is the first Ford car imported into Malaya. Believe it or not, this a Ford of 1909 vintage.



E. A. SULLY
Managing Director
Ford Motor Company of Malaya
Limited



LITERATURE DESCRIBING TRACTORS, farm implements and industrial equipment in the Dearborn Line sold by the Ford Tractor and Equipment Sales Company of Canada Limited is discussed by Clive Tisdale, advertising and sales promotion supervisor, left, and Jock Maclaren, sales supervisor.

Tractor and Equipment Sales Newest Additional Company

In 1907, just three years after the birth of the company, the first Ford-built tractor was produced.

Many models of the tractor were developed and tested as Henry Ford sought a practical machine that combined economy with ease of operation, figuring that a tractor would be useless unless the farmer could afford to buy it, operate it and spread its cost over many years of service.

His success is seen in the more than 2,000,000 tractors produced by Ford on this continent and better than 500,000 turned out in Ireland and England.

Mass Production in 1917

Mass production of tractors was begun in 1917 and 5,000 of these first Fordson tractors went to England to help a war-weary Britain in its efforts on the food front. Two years later Ford Motor Company opened a plant at Cork, Ireland, to assemble the U.S. built models.

But demand quickly indicated the need for full production and the Cork plant soon had a foundry, casting machinery and machine shops, and was right in the thick of production. Early in 1932, the Cork plant was transferred to the Dagenham site in England and production has continued ever since, culminating in the brilliant new Fordson Majors introduced in Canada last year.

Meanwhile, the development of the U.S.A.-built tractor continued rapidly with the line now headed by the NAA Model, described as the most advanced hydraulic system tractor available. With it are more than 100 power-matched farm and industrial units in the world-famous Dearborn line including the usual complete lines of ground-breaking

equipment as well as manure spreaders, combines, corn pickers, hay balers, planters, cultivators, scoops, snow plows, post hole diggers and many others.

Canadian Tractors 1920

Ford of Canada has been in the tractor business since 1920, and since then, has provided Canadian farmers with more than 100,000 tractors and many thousands more implements.

Up until the latter part of 1952, tractors and implements were marketed through a tractor division of the company. Then, realizing the ever-growing importance of mechanization to Canada's farms and the need of highly trained specialists to aid the farmer in getting the most for his equipment dollar, the company announced formation of the Ford Tractor and Equipment Sales Company of Canada, Limited.

New Tractor Company 1953

The new company opened its doors for business on January 2, 1953, under the capable direction of its president, Wallace M. Murdoch. Mr. Murdoch moved to his new position from the division of which he had been district manager in Toronto.

With him went Ralph Cudmore, formerly manager, tractor sales in Windsor, and now general sales manager of the Tractor Company. Ewart Carruthers; T. J. "Tom" Lee; E. A. "Ed" Jamieson; C. W. "Charlie" Rooke; and L. J. "Len" Beeson also left Windsor positions to be with the new company.

With the help of "red hot" products in the Fordson Major and the NAA Tractor, this team helped the new company to an increase of 17.4 per cent in tractor and equipment sales in the face of an overall decline of some 10 per cent or more in

Ford of Canada Still Expanding!



FORD-OAKVILLE, which assembled its first passenger car on May 11, 1953, is symbolic of Ford of

Canada's modern period of expansion. The 32½ acre plant is the largest under one roof in Canada.



LATEST WORD in automotive manufacture is Ford-Windsor's new engine plant, now nearing completion. With assembly concentrated at Oak-

ville, Ford-Windsor had room to expand manufacturing facilities. Expansion plans completed or approved, since Jan. 1, 1946, involve \$100,000,000.

the Canadian market during its first year of operation.

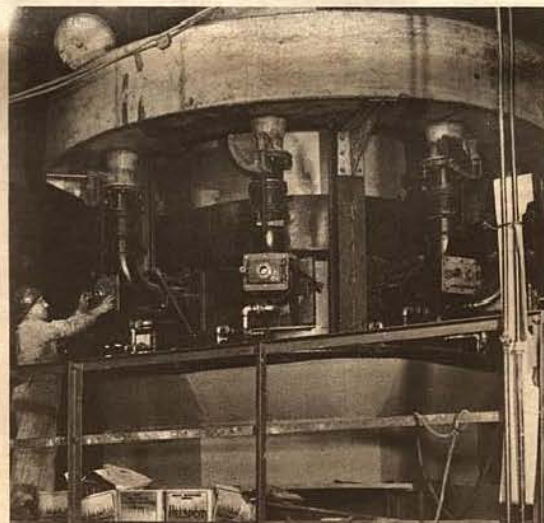
Independent Franchises Offered

From the beginning of the tractor business the company had marketed its farm products through automotive dealers from coast to coast. This policy has been continued by the new tractor company, but something new has been added—franchises have been offered to independent operators outside the automobile dealer organization and there is now a growing list of independent Ford tractor and equipment dealers.

In the face of continued keen competition for the tractor and implement market, the new Ford subsidiary is continuing its hard-selling policies, seeking new ways and means of continuing Canada's agricultural prosperity through increased applications of mechanical farming techniques.

Remember When . . .

The sales department issued the "Ford Sales Bulletin" every Saturday? (Between January 5, 1913, and July 31, 1915.)



CUPOLA FURNACES in Ford of Canada's Foundry each carry a melting capacity equal to four electrical furnaces. These two new furnaces have been installed as part of Plant 5's expansion program.

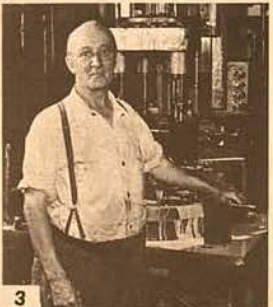
How Did You Do? (Continued from Page 4)



1 GEORGE BATES
Vice President, Overseas Operations



2 CECIL SAMPSON
Manager, Tool and Die Plant



3 STANLEY SIMPSON
Axle Drive Shaft



4 VINCENT GLADYSZ
Transmission



5 FRANK McFADDEN
Machine Repair