Ladner, B. C.

31st March 1928.

AEMelius Jarvis, Esq.,

Toronto.

Dear Jarvis;-

The same mail that brought me your letter of the 26th inst., brought Vancouver papers announcing the merger of the B.C. F. & P. Co and the Gosse Pkg. Co., and a despacth from your city stating the management of the combined company would be in the hands of the Gosses, with Dick Gosse as head of the new organization.

I am very pleased this amalgamation has been effected, and believe that with it a long period of profitable stability lies ahead of the new company. I trust however that the despatch about the Gosses heading the management is incorrect, for while Iknow them to be technically qualified practical cannerymen Ido not think the position and prestige of the B.C.F.&P.Co permits the younger organization assuming control of the situation. It would be a case of "the tail wagging the dog" and a tacit admission to the general public that no one the older company could nominate was considered competent or experienced enough to properly represent its interests.

This suggestion of weakness has already been evidenced by the fact that since the absorption of the Wallace Fisheries the direction of operations of the combined company has almost entirely been in the hands of former employees of the Wallace company. Their prominence in the management was a reflection on the staff of the B. C. F. &P. Co, while the results of 1927 operations added no laurels to the reputation of the Wallace officials. If now the Gosses are to be preferred above both the older organizations - and from the standpoint of knowledge and experience they have every right to such preference - it will practically advertising to the world that the salvation of the B. C.F. & P. Co and its subsidiary company lay in putting control of operations into the hands of those who were their most aggressive and formidible competitors. And with the success the new management cannot help achieving the Gosses reputation will be enhanced and that of all B. C. F. & P. Co representatives correspondingly lessened.

To "save its own face"I think it essential the B. C. F. & P. Co interests should insist on the same paramount voice in the actual management that their majority holdings in the share capital entitles them to. And thevonly way they can do this, and get credit for its accomplishment, is by the appointment of one who is admittedly equal, if not superior, to the Gosses in knowledge and experience of every phase of the fishing industry. And with all due humility I claim that I am the only one your interests can possibly name who possesses the necessary attributes. Despite the ill returns I have received for my devotion to its interests I am admittedly a "B. C. Packers supporter"

And my selection for a share in the actual management would be logically regarded as an assertion by the B.C. F. & P. Co interests of their predominating voice in the control of future operations.

In consummating the new deal I can appreciate certain concessions may have been made the Gosse interests, amongst which, possibly, was included the position of General Manager. But in all large companies the direction of affairs is not confined to one executive officer. Institutions like the Bank of Montreal, California Packing Corporation and Alaska Packers Assn. have Board Chairmen and Presidents besides the General Manager on their Executive Boards, while still other companies have an additional official known as "Vice-President in charge of operations." Some such position should be at the disposal of the B. C. F. & P. Co interests in the new organization even if the General Manager position is given Gosse, and for such position Iam an applicant if that of General Manager is not available.

You know my feelings as to the recognition due me for what transpired in the past, but aside from all this the company needs my services for what Iwould bring to it. Had Ibeen connected with it in recent years my advice would have saved the company hundreds of thousands of dollars. In matters pending to-day as well as on future occasions my knowledge and advice will be equally serviceable. Good business judgement demands that such knowledge as I possess should not be allowed to remain unemployed and that whatever it may cost to secure will be money well spent.

I feel that you are entirely too modest as to your influence with the Company's directorate. None of your associates know anything about the fishing industry or local conditions in B.C. and must naturally look to you for advice and guidance as to these matters. I am satisfied that if you tell them as forcefully and as freely as you have admitted to myself and others what qualifications I possess for this position they will unhesitatingly offer it to me. From my talks with the banks also I know no opposition is to be looked for from them. And with both the banks and your directors agreeable to my appointment there can be no question but that the voting strength B. C. F. & P. Co interests will hold in the new organization will be more than sufficient to secure me the position, if not of General Manager, then one of equal importance, and in which as <u>THE</u> representative of B. C. F. & P. Co shareholders I will retain their predominance in the direction of affairs and "save their faces" in the eyes of the public.

As things have turned out my letters of the 28th inst., to your fellow directors were most opportune and should materially strengthen your presentation of my case. I feel confident both of your will and ability to help me in this matter and hope shortly to hear of your successfully accomplishing it.

With kindest regards,

Very sincerely

"Henry Doyle."