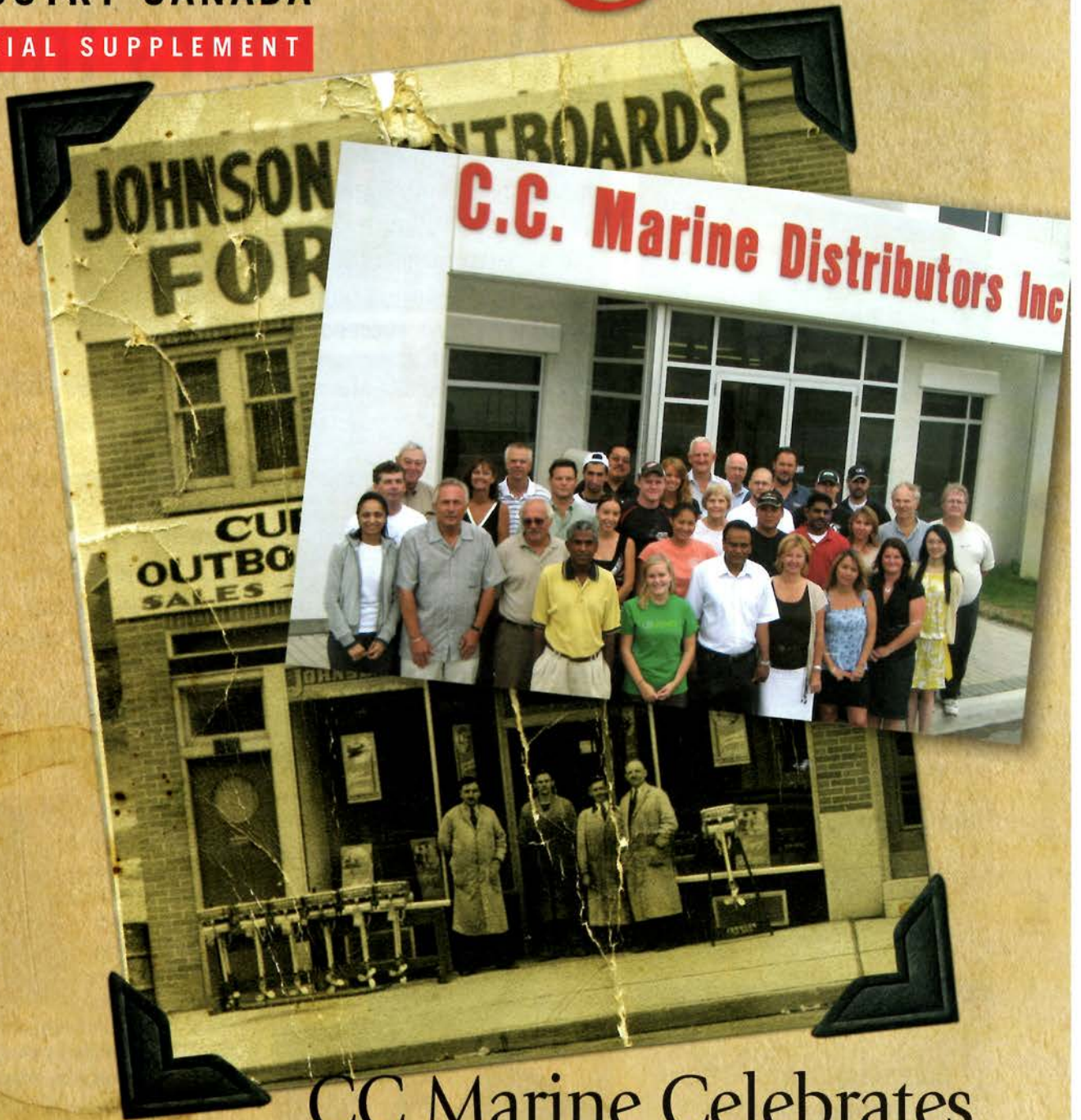


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THE STORY OF **CC Marine** Distributors Inc.

From modest, almost accidental beginnings in 1932 to an award winning boat and engine dealer, then into the marine parts business, out of the dealership business and finally, pushed out of the parts business unexpectedly, Currey Bulmer and son Charlie Bulmer always put their people and their customers first – and they always succeeded.

They re-launched CC Marine when Currey was 80 years old and after one tough year, started to make money and grow.

CC Marine celebrates their 75th Anniversary this year in 2007.

They are in a new building, have more staff than ever, represent more products than ever and they appreciate their customers as much today as they did in 1981 when they launched CC Marine from the ashes of their former OMC Johnson parts distributorship.

Here's how they did it.



CURREY BULMER

Currey Bulmer was born in Hawkesville near Kitchener, Ontario, on December

12, 1894. He started school in 1900 and went on to high school and later, to a business school.

On graduation, Currey landed a job in a clothing company at \$8 dollars a week. That only lasted one month; the business college called Currey and told him there was a job opening at the American Standard Co. at \$12 a week. He joined American Standard.

Only a short time later, World War I broke out and Currey Bulmer joined up with the First Division Ammunition



Column of the Canadian Army. He served overseas for two years. His job was moving shells up to the front lines riding on mules.

Currey was nearly shot twice and was part of the Columns that moved into Germany. He told the anecdote that at the end of the war, he had to go without a change of clothes for four weeks. But, he survived and returned to take up his job again at American Standard.

Then in 1929, the stock market crashed and Currey was laid off from his job. He was fortunate to have had two boarders living in his house, so he managed for a while, but he needed money.

Currey had a brother-in-law, Griff Bell who lived in Sarnia, Ontario and was involved in building wooden boats. Griff owed Currey some money and he said to Currey, "I have an outboard motor that you could have to settle the debt."

Currey said, "What in the world am I my going to do with an outboard motor?" But, he accepted the motor and this was to be the unlikely start of today's CC Marine Distributors Inc., many years later.

Shortly after getting the outboard motor, Currey went down to the corner drug store to buy a cigar. He knew the

druggist quite well and they were talking. "My brother-in-law has paid me what he owed me in the form of an outboard motor."

The druggist said to Currey, "I'm going on holiday in a couple of weeks. How about renting me the motor?" As small an event as this seems, it was a new beginning for Currey.



The garage where it all started (1932).



The first store (1930s).

The Beginning

CURREY BULMER OUTBOARD RENTALS

Even under the shadow of the Depression in 1932, he imagined there was potential, so Currey started a business in his backyard with \$200 and a barrel.

He had one outboard motor and he had another connection to the local hardware store, where they were selling Evinrude outboard motors, so he started buying more engines to rent. Currey advertised in the Toronto newspaper, and with good management and obviously great people skills, Currey soon had 25 motors in his garage, testing and demonstrating them in the barrel.

After about three years, the business was growing well. The connection at the hardware store also contributed to the

business. The owner had a son who became interested in the motors and boats so Currey and Dave Proctor started a business and called it Currey Bulmer Outboard Rentals. Then they purchased a building at Eglinton Avenue and Bathurst Street in Toronto.

Not long after, they had 250 outboards to rent out. In the meantime, Currey had been hired back at American Standard, so he was moonlighting!

In 1938, they picked up the franchise to sell Johnson Outboard motors.

Unfortunately, at that point things changed again as World War II broke out. Gasoline was being rationed and the outboard motor business slowed down. Adapting again, Currey and Dave had

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their mechanics start to turn out parts for the famous Canadian Mosquito Bombers.

At the end of the war in 1945, Currey and Dave opened a store in downtown Toronto. Dave moved downtown, while Currey stayed at the Eglinton location. Two years later, he and Dave split up; by then, OMC had offered Currey a franchise to distribute parts to Johnson and Evinrude dealers and this opened a new field for Currey Bulmer.

Currey brought on board Bill English, who was a top mechanic at OMC in Peterborough. They started selling boats, and the Peterborough Boat Company offered Currey a franchise.

Now very well positioned to serve the needs of the post-war economic boom in Toronto, the business grew at a great pace. Currey even had Peterborough Boats build a special boat model that they named "CB" after Currey Bulmer.

Currey sold over a hundred of these each year in addition to the other Peterborough models.

Business was so good that Currey decided he had to expand. Around 1950, he purchased land further north on Bathurst Street and had a new building built. More importantly, by this time his son Charlie Bulmer was starting to participate in the business.

Currey went ahead even faster with Charlie onboard. In 1959, they set a record, selling over 900 outboard motors in one year and about 500 boats. About 1962, Currey was approached by OMC, who was apparently acting on political motivation when they said they wanted Currey to either sell rental boats and motors or be a parts distributor only. Putting his faith in OMC, in 1963 Currey sold the boat and motor dealership and started CC Outboard Parts.

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The Yonge St. store (1980s).

The Next Phase

CC OUTBOARD PARTS

Currey and Charlie purchased a property on Yonge Street just south of Steeles Avenue. Another important thing happened in May 1972 when Pandian Dason responded to an ad and was hired as the bookkeeper/business manager doing the accounting and payroll. With Pandian on staff full-time, there were now 4 people at CC Outboard Parts.



Pandian Dason

In 1979, OMC held a major celebration for Currey's 50th Anniversary of being associated with OMC. Tom Taylor, then OMC marketing manager sent a special letter and a huge 50th Anniversary cake was presented to Currey.

The business did well in the seventeen years from 1963 to 1980, but changes were coming again.

Their long-standing dedication to Johnson and OMC was not to be rewarded.

In 1980, OMC

approached Currey and Charlie, saying that as of September 30, 1982, CC Outboard Parts would no longer be an OMC parts distributor.

Around that time, a summer student named Rick Chang who had been working at CC Outboard Parts while he was attending Seneca College and York University, decided that he liked the marine business, and especially the people that he met so he went to Charlie and asked if they needed someone else in the company. He was hired.

Rick told us that many other jobs were not very exciting, but that this was. He got to know OMC and he used to go to Peterborough to pick up parts and he got to know many people when he was there.

He explained that most marketing was done by OMC so at that time, CC Outboard Parts was just one of several parts distributors in the OMC organization.

Apparently, OMC was planning to open their own big parts warehouse in Cambridge. Then came that fateful day when Currey and Charlie were called to Peterborough by Les Groombridge, then president of OMC; they were told they had one year to phase themselves out of the business – that was it.

Charlie remembers that day, Currey said to Charlie. "We don't need to do anything, just enjoy golfing."

This really hit Charlie hard. There were other independents in Canada who also lost their franchises. CC Outboard Parts was the last independent distributor to go, but it was the end. It was a huge burden on Charlie's mind because of the business

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Rick Chang

and of course, the people.

They were forced to drop some staff, but kept Pandian, Rick and a few others. As Pandian explained to us, Charlie's attitude has always been to sell the company, not just a product. Layoffs were very tough for him to do.

Understandably considering his age,

Currey was willing to look at retirement, but Charlie was not ready. He is not the type to stay still, go golfing or to simply stay home, Rick Chang told us but he also said he felt that the stars were aligned for CC Marine.

CC Outboard Parts packed up all the OMC parts and shipped them back to

OMC but now the company had Pandian and Rick.

With Charlie's encouragement, Currey and Charlie went to the Chicago boat show to see what they could do. And, the most important event of all was the day Russ Woodard came to see Charlie to get a propeller.

The New Beginning CC MARINE DISTRIBUTORS INC.

About three months before the OMC deal ended, Russ Woodard came in and he was talking to Charlie. He learned about the OMC situation and Charlie shared with him that things were looking pretty tough. "I have just what you need," said Woodard as he went out and opened the trunk of his car. Moments later he came back in holding a catalog for the Sierra Parts Company – not well known in Canada at that time.

Woodard had been a manufacturers' rep for about 20 different companies. The same year, two marine distributors were closing: Aquamarina, a division of Dominion Auto; and Kitsmar in Vancouver. So, CC bought some of their inventory.

Other key figures who factored into the new scenario included Dave Alford who started Yachter's Choice and Lou Burgess.

Although Currey would remain the president, Charlie really stepped up to the plate. "That's when Charlie started to shine making decisions for the company," said Pandian "He showed that he was sharp and very astute."

Pandian was working with Charlie who was the manager then and Charlie had to take more of the weight. Currey was still available for consultation, but Charlie had to decide what products to take on. Some of the key product lines

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3M Marine

SIERRA SUPPLY COMPANY

parts for outboard motors



then were Sierra, ITT and Castrol. Pandian says that today CC Marine has over 200 different suppliers.

The ten top include Teleflex/Sierra who are now amalgamated. ITT, Maringo, Attwood, Bennett Marine, Johnson Outdoors, Rule, Bridgeline Ropes, Alex Milne and Associates, NGK Spark Plugs, Mallory and others from Lou Burgess, John Reid and Dave Alford.

"In the first year, if Charlie wasn't that guy that he is, they would have closed down," Rick told us, but Charlie and his dad took it on the road.

Rick was selling inside that first year plus he was doing two days on the road each week. The following year Rick went on the road; he loaded up a station wagon with catalogs. He started with Eastern Ontario. He would scan the phone books and make cold calls, go out and introduce himself.

"Did you get a catalog?" Most people would say "No", he told us.

A great many dealers knew CC Marine from the OMC days and understandably, Charlie and Currey went around to the OMC dealers, looking for support but many felt that they had to stay with OMC.

Rick told us that a few of them, like Don Hyde and Margo stayed loyal to CC and started to buy from Rick. Bob Rule in Chatham, Jim Hayington at Proctor Marine were others.

"I remember the next year, when Charlie asked Currey to go on the road with me. At the OMC dealerships, he would get out, but not to the Mercury or



The Richmond Hill location (until 2005).



HELLY HANSEN

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Yamaha dealers. Remember that, in those days, OMC would cancel your dealership if they even saw a Mercury part in your marina."

One day, Rick forced Currey out to meet some of the Mercury dealers. When he got back into the car, Currey told him, "By God Rick, we really have something."

It's all about service. Rick explained that, "The Mercury guys had never had that type of service before, and neither had Yamaha. What bothers me is that when the franchise went, OMC just turned their backs on us. Dave Brown at Mercury on the other hand, drove over, shook Charlie's hand and wished him well."

"My parents always said respect everybody you meet and we did. Currey

taught me a lot of the business – you shake someone's hand and stand behind your deal, even if you're losing money. And, don't go in and load people up. It's okay to take their returns to keep their inventory under control."

Pandian told us, "We always felt that because of client relationships there would be room for us; we always see our dealers welfare as being the most important thing. That governs our outlook on things and the dealers reciprocate that. They are very genuine."

Rick shared another great Currey Bulmer story, "During Hurricane Hazel, the Humber River flooded and the police came to his business looking for help. Currey said, take any boat in my marina."

Rick reminded us that Currey and Charlie were dealers before they were

distributors, so they understand what it's like to be a dealer.

That personal touch and faith in people extended to new customers according to Rick. "Currey would meet a new dealer and often they would go to the wives to get key background information because the wives are often the people who do the books. Currey was smart enough to know to go to the money.

After the meeting Currey would say, "Give the dealer \$1000 credit or give them \$2000 credit." He knew how to work with people.

After three or four years, the new business really started to gel and move forward. Some of the milestones were when they made the leap from Yonge Street to Richmond Hill, where they had 13000 sq. ft. of space. When they got there, Rick was heard to say, "We will never fill this space."

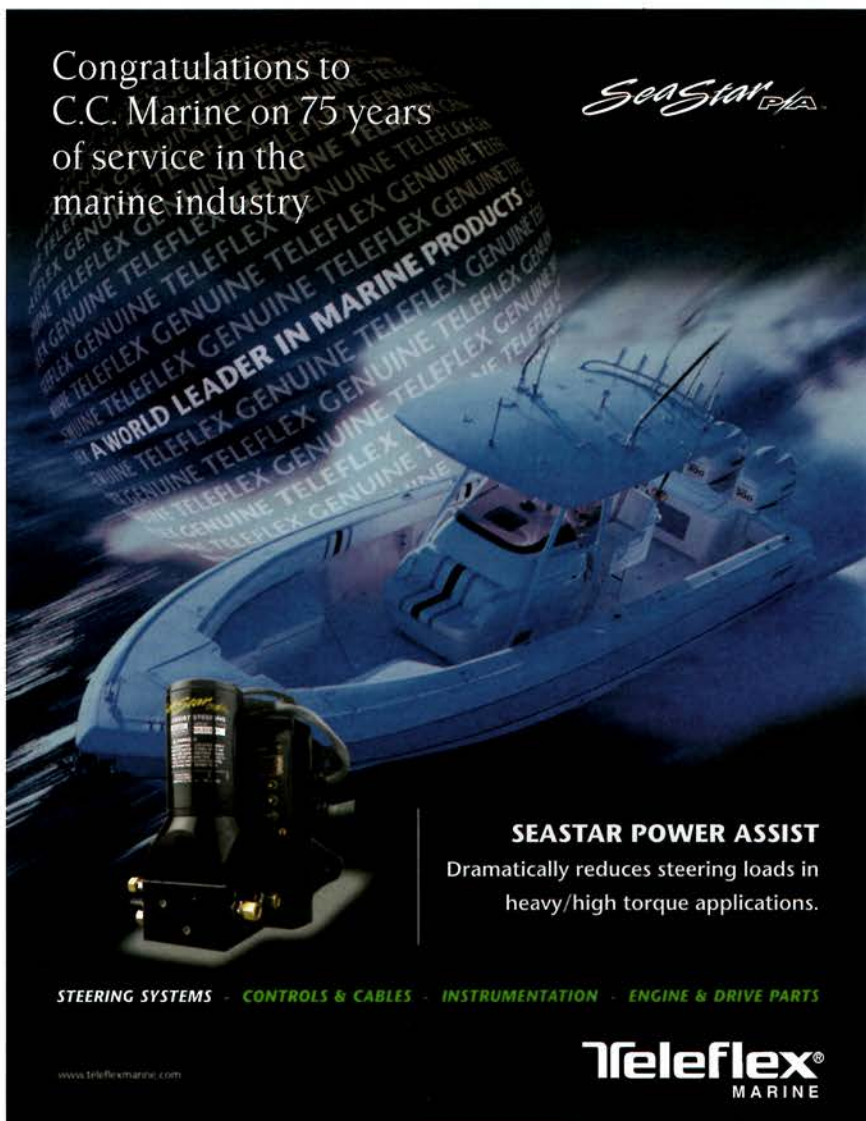
They planned to lease out some of the building but not long afterwards, they had to take that space back. The Richmond Hill building marked a change in the way that CC Marine did things because growth required a regular salesman to be on the road maintaining customer service levels. Things had just gotten too busy for Charlie and Rick to do it alone.

Another major milestone was the dawn of the Internet. Today, the Internet represents 25% of the orders that they have coming in. This may be a low number comparatively, but it is growing.

Still, dealers love to call. The CC Marine Distributor's phones never stop ringing because people want the personal touch. Recognizing that this is extremely important to the CC Marine success, they have no phone answering system – a person always answers the calls.

Dealers always get an answer. It is a part of the culture developed by Currey 75 years ago. They started at 8:00 a.m. and they worked until 9:30 pm. At 9:30 they drove to Union Station and a person loaded the products in so that they arrived for 8:00 am the next day.

Rick tells their employees, "Wake up every morning, and never take a customer for granted – they can change."



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The New Building NEWMARKET

After many successful years in the Richmond Hill location, CC Marine Distributors had filled the building beyond capacity. Efficiency was being compromised and there was no room to add new lines or new products.

Charlie contacted a real estate consultant, Bill Jones of N.S. Smith Real Estate and began the process of scouting out a new location – one that would increase efficiency, be a better working environment and that would accommodate the future growth that CC Marine was sure to have.

Another option would have been to renovate or expand the Richmond Hill location but their consultant said the building could never really develop into what CC Marine wanted.



The new facility opened in 2005.

After an extensive search that took a couple of years, CC Marine still didn't have the new location they wanted. The real estate consultant presented a new option.

Charlie, Pandian and Rick went to view a vacant piece of property in Newmarket, Ontario.

It was in a rapidly developing industrial area, only a block from Highway

404. It had easy access from downtown Toronto, was a mere 15 minutes from Highway 407 and 20 minutes from the main east/west artery of Highway 401.

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In December 2005, the new building opened with great fanfare, a huge party for the customers and CC Marine staff and everyone was treated to a tour of the new facility.

There is a bright reception and office area in the front that is a hive of activity at all times. More office space, meeting rooms and a boardroom are upstairs as is a large future showroom.

Corridors of special new racking hold

an extensive array of products, all well-organized and ready to move at a moment's notice to the shipping area.

In the back of the building are truck lanes and load doors – more than sufficient for years to come and the well-lit and open area facilitates the rapid movement of customer orders out the door. It is a major investment in a future that is certain to be bright and positive.



CC Marine's people are always ready to respond to customer requests.

THE NEXT 75 YEARS CC MARINE'S FUTURE

Charlie himself is perhaps the most modest business owner you could imagine. Always ready to stop and say hello, always interested in you and your life, he is faithfully the first one in each day and the last one out.

In spite of the wonderful new building, large and capable staff and the rapid changes the world around him is going through, Charlie Bulmer has never forgotten to put his customers first.

"Charlie would drive 1000 miles to deliver a part," laughed Rick Chang with obvious admiration for his dedication and leadership. "Charlie loads up his Suburban every Friday night, and leaves at about 4 p.m. on his way to his cottage, but he delivers parts all the way out and doesn't get there until very late at night."

It is true.



Charlie Bulmer – great energy and enthusiasm define the man behind CC Marine's success.

He still offers great service the old-fashioned way but he gets to stay in person; touch with his clients too and that is all-important to Charlie.

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and
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to CC Marine
on your 75th
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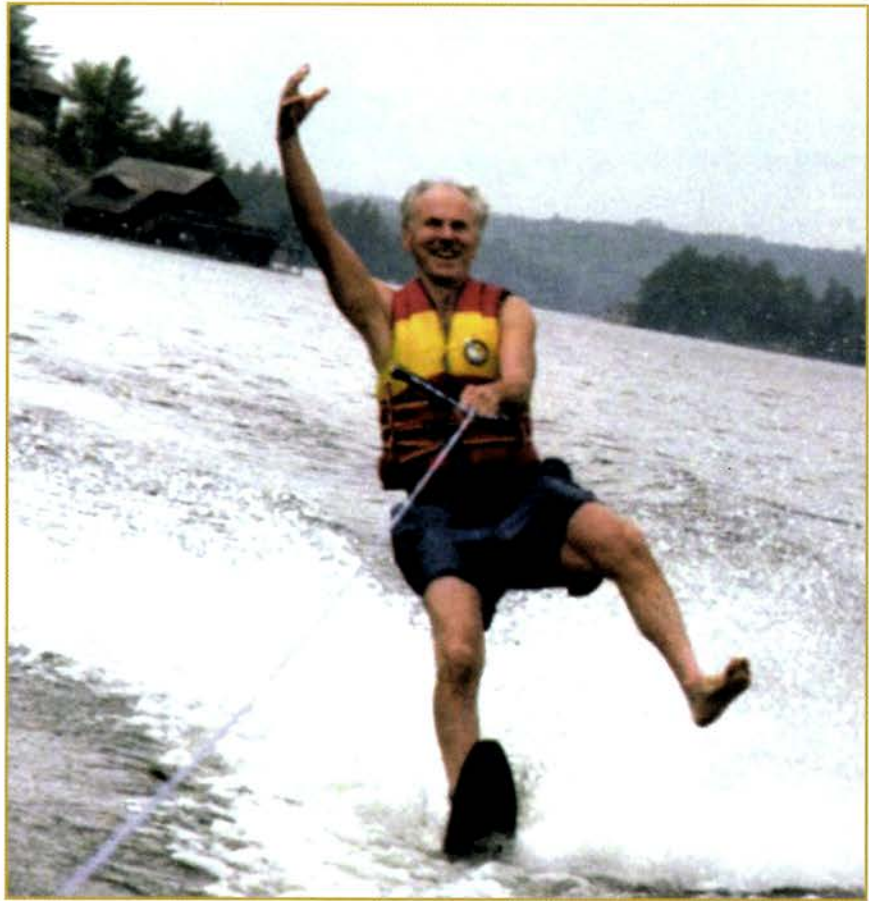
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He leads by example and always gives credit to others for the success they enjoy, year after year. Charlie is also timeless. He has great energy and enthusiasm. The only time you will ever see the smile fade is when he really has to get down and push to make things happen (and yes, he has a very determined side) but he is a remarkable leader and the team is always right behind him..

He is certain to continue for years to come, backed up by Pandian and Rick and with his wife Chris by his side, quietly aware of all that goes on and how the massive product movements at CC Marine all work.

Currey drove his own car until he was 90 years old and even after his 90th birthday, he went on a trip around the world by air in 18 days, by himself. He remained involved until his death at 97.

Charlie still water skis, lives an active life and seems on a clear path to see CC Marine Distributors Inc., to the 100th Anniversary and beyond! ■



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