The Imperial Oil Review

February

Increasing Our Marketing Facilities

Types of Plants and Selection of Sites.

Although so special a work as this is, grading is officially recognized in connection with the distribution and storage plants, it is all in essence, necessary that they fall naturally into four divisions. First of all, there is the extensive plants that have been established in large cities; secondly, there are those designed for very small demand in industrial centres other than the large cities; while, in addition to these, we have a general type of plant for agricultural areas and the smaller sub-station for outlying country districts.

In all cases the policy adopted is that of providing permanent buildings of high-grade material. The finest type of fireproof construction is specified, ample space for yard operations surrounds buildings, every facility and management knows to the science of marketing petroleum products is included.

Our City Plants.

There are two types of the plants maintained in the large and more populous centres that recently served at Hamilton, Ontario. The buildings consist, in the first place, of a large office and warehouse, 50 ft. x 194 ft., constructed throughout of brick and reinforced concrete and absolutely fireproof. There are two storerooms and a basement; one room is occupied by ten-115 ft. x 15 ft. lubricating oil tanks, the offices are on the first floor and the remainder of the building is devoted to the storage of specialty goods.

Besides the main buildings there are two large tanks, 50 ft. x 20 ft., 98 ft. x 35 ft. and 60 ft. x 40 ft., for the storage of oil, gasoline and refined oil. Yardage is ample, the buildings being well planned to give the maximum space for yard operations. Communication with the dock on the lake is made through three eight-inch pipe lines and there is also good siding accommodation for freight traffic. A garage provides storage for twelve cars and trucks. A brick barn shelters fourteen horses and there is a steel warehouse to accommodate twelve wagons. A paint shop, work shop and a boiler house containing two 15 H.P. boilers and two auxiliary filling tanks, with the last water absorption apparatus, complete the general equipment.

A second type.

Another type of plant is that just completed at Bradford, Ontario. This kind of station is intended to supply the demand for Imperial products in important industrial centres but not one above mentioned. The same modern style of construction is employed in the larger centres and the newest and best equipment is installed to facilitate service. The buildings are of brick and reinforced concrete and absolutely fireproof. A fine brick warehouse, 105 ft. x 60 ft., with basement, one more than garage for four trucks, brick stables to accommodate six horses, wagon shed, pump house, boiler house with 15 H.P. boiler, and storage tanks of 100000 gallons for 28 cars, is a very creditable structure.

A great deal of the plant stands on a site adjacent to the Hamilton and Burlington Railway and will be served by an industrial siding running parallel to the warehouse. There is

Distribution.

Not many years ago, manufacturing was the biggest problem business men had to face. Today, it is distribution.

The growth of population, the development of industries, improved transportation, and the increased competition made possible thereby, have combined to make a marketing a matter of vital importance to every company, and certainly, by the vastness of the country in which the goods are sold. A wide range of products, from the smallest retail outlet to the largest wholesale house, is a feature of the distribution system. The wide area in which the products are sold, makes it necessary to have a large number of distribution centres, each serving a specific area.

In the course of business, the number of distribution centres is increased, and as a result, the cost of distribution increases. This is because the cost of transportation increases with the distance between the distribution centres and the manufacturing centres. Therefore, it is necessary to have a large number of distribution centres, each serving a specific area.
Country Branch Stations.

The third type of station is well illustrated by the plant we have now at Rose town in South Australia. While considerably smaller than either of the two styles previously mentioned, there is ample accommodation for the products of Imperial Oil Limited that find a ready market in close agricultural districts. There is a large brick warehouse 40 ft. x 60 ft. and two large 25 ft. x 20 ft. storage tanks for refined oil and gasoline besides the usual storage for lubricating oils.

One of the functions of such a plant is to act as a branch distribution centre. Extra storage is provided for rush seasons and there is also accommodation for specialty and package goods. Adequate freight service is very necessary to these stations and good road connections highly desirable.

Relay Stations.

We have yet a fourth type of station of which a large number are dotted over the Dominion; such stations carry only the minimum equipment. These country or sub-stations serve as local distributing points for gasoline and refined oil and consist in the majority of cases of two 25 ft. x 20 ft. storage tanks and a well warehouse. Many of these are located on railroads so that bulk supplies can be conveniently taken in.

The primary object of these sub-stations is to serve as convenient points from which a tank-wagon service can radiate over the surrounding country. By this means long journeys by tank wagon are unnecessary, and drivers are able to plan out their territory in convenient trips, each starting from their local supply depots.

Selection of Sites.

The question of selecting a site is one that demands very careful study. A hasty decision may involve much unnecessary expense. The location must be such as to enable the products to be handled in as ready a manner as possible.

When considering the purchase of a site, it must be borne in mind that the initial cost of the land will be a fixed charge to be distributed over the marketing cost for many years. As a result, a property more expensive in the first place may eventually prove economical if it’s location affords lower cost of operation. At the same time a well-located site may reasonably increase in value, and should become necessary to move the plant at some future date such land can then be sold at a profit. One of the greatest factors governing location is the question of freight service to the plant from the various sources of bulk supply.

Freight by Boat.

There is another feature which is of much more than not in this question, that is the possibility of taking supplies by water. Wherever this is practicable, advantage is taken to secure locations with adequate water frontage. This, of course, is not possible in the prairie districts; it refers more particularly to distribution centres on the Great Lakes, St. Lawrence and the Atlantic and Pacific Coasts. Even where freight service by water is only problematical, it is considered advisable to make provision for freight service by water as well as by rail.

The value of a site depends on many other factors besides the important ones already mentioned and before finally deciding, these also should be carefully investigated. Freedom from floods; room for expansion; communications by electric lines, power lines and good roads; good water supply; proximity to water; fire protection and local street railway connections are among the added qualifications that should affect the final choice.

From the point of view of values, many of these factors cannot be measured in actual dollars and cents but by making thorough study of the subject in each and every separate instance, speculation may be practically eliminated.

CHATEAUCAY SUB-STATION IN QUEBEC

FAITH IS AN INDISPENSABLE FACTOR TO SUCCESS

IMPERIAL PLANT AT ROSETOWN, SASK.

DISTRIBUTION IN THE EASTERN PROVINCES

An extra storage tank, a pump house and a wagon shed were installed at Arroba, Huntington and Locust; two tanks, a pump house and wagon shed at Chateaugay; one tank and pump house at Shawinigan Falls; and one storage tank at St. Bartholomew.

At Halifax, in Nova Scotia, our chief distribution plant is situated at Halifax, where the office was enlarged approximately 300 square feet. The harbor at Halifax is one of the most important on the American Continent. It is fourteen miles long and ice free the year round. Across the harbor from Halifax, stands Dartmouth where the Imperial Refinery is situated. Storage facilities at the refinery have been improved by the construction of a new warehouse with a filling building containing ten storage tanks for lubricating oils.

A new lighter 70 ft. long and 13 ft. beam fitted with a 60 H.P. engine and derrick for loading and unloading barrels is under construction. This craft will be used for business around the harbor and is to replace the "Soochette" which will be shipped to St. John's, Nfld., as soon as its present power plant is replaced by a 30 H.P. Sterling engine.

Country Installations.

At some eleven other points in the Halifax division, improvements have been made. A spacious new warehouse was built at Yarmouth; North Sydney was given a new pump house, pump and engine and a new gasoline storage tank; at Cape Breton, a pump house and two pumps and gasoline engine was installed, while at New Glasgow the horizontal tank was

HASINTON PLANT AT BEACONVILLE, P.Q.

EXTRA TANKS AT BEACONVILLE, P.Q.

HABE FAITH IN YOURSELF AND IN OTHERS, TOO

NEW WAREHOUSE AT THREE RIVERS, P.Q.

SHAWINIGAN FALLS, S.M.

COMMODIOUS NEW WAREHOUSE AT ST. JOHN'S, N.B.
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**MARKETING IMPERIAL PRODUCTS IN ONTARIO**

_THE Province of Ontario is divided into two fields, known respectively as Eastern and Western Ontario. In both of these divisions many important installations have been made during the last year and as a result service will be greatly facilitated._

At Toronto, many large industries are established and its population is the second largest in Canada. In order to give quicker and better service to consumers several new motor tank trucks have recently been put into commission thereby necessitating extra accommodation. At the Princess Street plant a commodious garage, including paint and repair shop, was built to accommodate twelve cars.

**New Plant at Ashbridge’s Bay.**

At Ashbridge’s Bay, special large tankage consisting of one 1,115 ft. x 30 ft. tank for fuel oil, one 85 ft. x 10 ft. tank for gasoline, and one 85 ft. x 30 ft. tank for refined oil, has been installed. A filling rack for tank cars and lumberage accommodation for boats is also part of the new equipment. Owing to its accessibility by water, it is intended to use this new plant as a supply centre.

Toronto is also well supplied with Service Stations. The latest to be opened stands at the junction of Bloor Street Viaduct over the Don Valley. Rochesorough Service Station was also completed early in 1918.

**Among the Mines.**

In Northern Ontario, five new storage tanks and a warehouse at Cochrane. This station is situated at the junction of the T & N.O., and C.N. Railways. In addition to supplying the Government stores at Cochrane, this plant will serve territory covering important mining interests.

At North Bay a new property was purchased and the old plant moved to the new location. North Bay is the centre of an extensive lumbering district and a busy railroad centre. From there, our products are distributed as far north as Temagami and south to Callander.

**Service at Muskoka.**

Gravenhurst is the principal supply

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**GENERAL VIEW OF THE FINE HAMILTON PLANT**

Point for the Muskoka Lakes. Storage for gasoline was installed some time ago, but last year we added tankage for refined oil and instituted tank-wagon delivery to Beamsville and other adjacent towns as well as steel barrel shipments to points up the Lakes.

At Richmond Hill, just north of Toronto, were installed two storage tanks, a filling station and a four- horse stable. Distribution in the neighborhood of this thriving town will be much improved through these additions.

Bowmanville, which for several years has been operated as a relay station from Oshawa with only storage for gasoline, will in future be a separate station. Extra tankage for Royalite Coal Oil was put in last year.

At Sittsville and Millbrook, pump house and tankage for Royalite Coal Oil were erected and during the coming year it is intended to enlarge this accommodation. Two storage tanks, pump house and wagon shed were also erected at Perth and Russell.

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**THE HAMILTON PLANT.**

The most important construction work carried on in the Toronto West Territory was the erection of the new plant at Hamilton, which has already been described in this issue and which was written up in detail in the September issue.

Next to this our growing business at Guelph, which is the centre of one of the best agricultural districts in Ontario, required more storage and important changes were very necessary to overcome the previous inadequate accommodation. New property was purchased there on which stood a large warehouse and office with every convenience.

**WAREHOUSE AND OFFICE AT GUELPH, ONT.**

Storage for Gasoline and Refined Oil has been provided by installing two 115 ft. x 80 ft. tanks. Further additions will be made and upon the completion of the work, Guelph will possess a plant fully capable of supplying the demands in that area.

**BRAINTREE HAS FINE PLANT.**

Braintree, sixty-three miles west of Toronto, on the Grand River, is surrounded by a splendid agricultural district. It has excellent railway accommodation and the situation is ideal for a complete distribution plant. Here, a fine new plant has been constructed with warehouse, tanks, garage, pump house and wagon shed.

**SEVERAL OTHER IMPROVEMENTS WERE MADE IN THIS DIVISION, NOTABLY AT Dutton, Norwell, New Hamburg, Listowel, Arthur, Shellbourne, Markdale, Meaford, Paisley and Kincardine.**

Dutton was formerly operated as a relay station from Guelph. The dismantled tank car from the latter place was removed to Dutton, thus giving two tanks at that place for the storage of refined oil and gasoline. Norwell was made a new station last year, two 115 ft. x 90 ft. tanks, were put in and a 10 ft. x 15 ft. warehouse built.

New Hamburg now becomes a separate station with two 115 ft. x 80 ft. tanks for storing gasoline and refined oil and a newly-installed 10 ft. x 12 ft. pump house. Listowel was opened as a new station and given the same equipment as New Hamburg—two 115 ft. x 80 ft. tanks and 100 ft. x 12 ft. pump house. Shellbourne, Markdale, Meaford, Paisley and Kincardine were also equipped in the same way.

Many other changes were contemplated especially at Lake Port, but it was found impossible to undertake them last year. They have, therefore, been included in the 1910 programme.

**THE NEW IMPERIAL PLANT AT WINNIPEG WAS BUILT LAST YEAR.**

The new Imperial plant at Winnipeg, on Logan Avenue, and was built last year. The warehouse is 187 ft. by 60 ft. with two stories and a basement containing ten 115 ft. x 15 ft. tanks for lubricating oils. The tank-wagon filling station, a duplicate of the one erected at Hamilton, Ontario, is equipped with the latest improved type of brick and tile construction with lavatory accommodation for the employees.

**WINNIPEG SERVICE STATIONS.**

Motorists in the commercial metropolis of Manitoba are well catered for in the way of gasoline service stations of which there have been recently completed. No. 3 Service Station has a frontage on Osborne Street and a lane driveway through to River Avenue.

**Extensive at Regina.**

The headquarters of the Southern Saskatchewan sales force are at Regina, about 538 miles west of Winnipeg. Regina has excellent railway communication in all directions and is surrounded by one of the finest wheat-growing areas in the West. It is also a leading commercial and distributing centre. The bulk lubricating storage at Regina, which is at the refinery, has been increased by the erection of a hollow tile building enclosing ten 400-barrel upright tanks. This work was completed in the spring and has given great service since that time. More recently a new garage has been built to accommodate four cars or motor trucks. This is now practically complete.

**But It Must Be Persistent and Whole-Hearted.**

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**Imperial Service in the West.**

Many new installations in operation.
boiler with new pumping equipment driven by an electric motor. Tankage was also increased by the erection of a 25 ft. x 20 ft. tank.

At Swift Current, an entirely new station was built. An up-to-date brick warehouse 40 ft. x 60 ft., office building, stable, pump house and wagon shed with two large 25 ft. x 28 ft. tanks and three distilling car tanks should provide adequate storage for all immediate needs at this point.

**Improvements at Saskatoon.**

Further north in that extensive agricultural area of the North and South Saskatchewan Rivers stands Saskatoon. Business at this station called for a substantial addition to the old warehouse, making it 40 ft. x 60 ft. with two stories and an elevator. A combination boiler and pump house of the most up-to-date type with coal shed and lavatory accommodation was also installed. The old brick warehouse was made over and takes the three-ton

**LARGE TANKS AT WYETHURS, SASK.**

on the property were removed and disposed of.

**Many New Warehouses.**

At other points important changes were made. At Rosetown a 40 ft. x 60 ft. brick warehouse with office accommodation and two large storage tanks were built. Prince Albert now boasts of a new brick office with two extra storage tanks for refined oil and gasoline and two for lubricating oil. At North Battleford additional property adjacent to the old plant was secured on which were erected two large 25 ft. x 28 ft. storage tanks. The regular prairie style of 30 ft. x 40 ft.

**OUR PEACE RIVER DEPT.**

At Weyburn, we erected two large 2,000-barrel tanks for refined oil and gasoline to take the place of three smaller tanks that are now released for service elsewhere. One of the compartment horizontal tanks will be retained for storing lubricating oils. A new galvanized iron warehouse was placed at each of Shumavon, Lensoford, and Earl Grey, while new stations consisting of the usual standard equipment were put in at Pipew, Bengough, Langleys, Riverhurst, Woodrow, Bozqoudd, Lancer, Estevan, Pennant, Consul, Robsart, Maredos and Chaplin.

**ENLARGED STATION AT SWIFT CURRENT, SASK.**

into a garage to White truck and the International m o t o r t a n k truck which we put into service during the year. Two new tank wagon filling tanks of 1,000 gallons each were constructed, and two 25 ft. x 28 ft. storage tanks for refined oil and gasoline were also erected. All the small frame buildings

**40 ft. galvanized iron and frame warehouse with two 11½ ft. x 40 ft. tanks**

especially interesting is the greatly increased business that has made possible the establishment of a new sales division with headquarters at Edmonton. The territory covered by this office extends from Red Deer in the south to the northern limits of the province.

**TWO EXTRA TANKS AT NORTH BATTLEFORD, SASK.**

The recent enormous development of the East Great West, as the district of the Peace River is often termed, has been closely followed by our representatives in that area. The main centre for supplies and distribution to this district and to the whole of the Mackenzie River Valley is the City of Edmonton. We have added considerably to the warehouse at the Edmonton plant and have also increased the tankage.

**NEW WAREHOUSE AT DRUMHELLER, ALTA.**

Some 300 miles

activities was seen in this field, north-west from Edmonton, but linked to it by railway, is the town of Peace River at which point we procured a site, installed two storage tanks and built a galvanized iron warehouse 30 ft. x 60 ft. Similar accommodation was provided at Grand Prairie and Spirit River with provision for extensions should they become necessary.

Calgary remains the headquarters of the southern division of the province and more tankage has been provided there. At Lethbridge much new construction work was done, including a two-storey warehouse, 40 ft. x 100 ft., a boiler house and pump room fitted with a 30 H.P. boiler, a brick garage to accommodate four motor trucks, and another large storage tank. A new Autocar Service Station was also built at Lethbridge.

**BRANDON TANKAGE WAS INCREASED**

In South Alberta.

In the outlying districts a fairly heavy programme was carried out. At Drumheller, on the C.N.R., 85 miles north-east of Calgary, and the centre of an extensive coal-mining district, a warehouse of the same size as that built at Peace River was

**NEW WAREHOUSE AT DRUMHELLER, ALTA.**

REMODELED AND EXTENDED PLANT AT SASKATOON, SASK.

DON'T IMAGINE THAT LUNGS CAN TAKE THE PLACE OF BRAINS

REMEMBER, "TIS THE EMPTY VESSEL THAT MAKES THE MOST SOUND"
erected. Youngstown on the main line of the C.N.R., between Calgary and Saghaton, has proved a splendid distributing point for our products and it was deemed advisable to increase the handling facilities. A new warehouse was built and the old one converted into a combination office and wagon shed. Two power pumps and a 3 H.P. Fairbanks engine and pump house were also installed.

The usual equipment for country sub-stations was given at the following points—Alliance, Barons, Bashaw, Box Island, Brooks, Claquato, Chaplin, Cluny, Coutts, Empress, Estikom, Foremost, Guadalupe, Gleichen, Granum, Gravelly Lake, Holden, Jenner, Lamont, Medicine Hat, Millet, Milk River, Pondosa, Pondrose, Redcliff, Rockyford, Rosedale, Seven Persons, Standard, Stavely, Tolstoi and Viking.

Big Tank at Coutts. Owing to the large business in the West that is confined almost entirely to the threshing season, it has been felt for some time that sufficient extra tankage for gasoline should be put in to take care of business during the height of the season without any danger of shortage. With this in mind we view a large storage tank 60 ft. x 90 ft. capacity 15,000 barrels, has been installed at Coutts. Coutts is on the junction of the American and the Canadian boundary and the erection of this tank will enable us to much of the property there is comparatively new. At Victoria, which is beautifully situated on Vancouver Island, we now have one of the most modern service stations in the Dominion. It is of the latest type of construction and is laid out to give the maximum space and convenience.

Vancouver, the head of the British Columbia sales district, has also extended the number of its service stations during the past year and plans and specifications are in the hands of the constructors for the extension of another. This will be located on the corner of Dunsmuir and Hornby Streets and will differ slightly from those at present in operation. It will, however, resemble them in a general way and by giving first-class accommodation to the motoring public will do much to maintain the reputation of Imperial Oil Limited. The particulars we have given in the foregoing columns are not exhaustive, at least in the matter of detailed measurements, but we hope to serve our readers a little more a passing knowledge of the endeavors of Imperial Oil Limited to increase the facilities for marketing and distributing Imperial products in all parts of the country.

Even a cursory reading will reveal the fact that all types of stations have been extended and that attention has been given to remote country areas as well as the more thickly-populated cities and towns.

On the whole we should appreciate the practical foresight that continues to guide our Marketing Department in doing their best to improve Imperial Service what it is intended to be a nation-wide institution, for their undisputed belief is that the production of Petroleum products must be greatly increased before the limit of their usefulness is reached.

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CONSTRUCTION PROGRAMME FOR 1919

EXTENSIVE IMPROVEMENTS IN ALL SALES DIVISIONS

The programme of new construction for the present year includes the remodelling of many old plants and the erection of new buildings as well as the establishment of a large number of entirely new depots. Plans are much more extensive than for last year and many major installations will be put in hand.

Important extensions are to be made at several points in all provinces where the present facilities have proved inadequate for business.

Among the larger improvements will be the remodelling of the present plant at Princess Street. Toronto, especially as regards the erection of a new warehouse on the same plan as those at Hamilton and Winnipeg.

New Plant at Halifax. At Halifax, an entirely new plant is being erected at the north end of the city. Four 111 ft. storage tanks for gasoline,, tank, and gasoline, two filling stations, office building, twelve-stall stable, wagon shed and garage will be built. The intention is to establish there a tank-wagon and motor-truck filling plant for the city and surrounding district. When completed this plant will be in every respect one of our most up-to-date stations and a credit both to Imperial Oil Limited and the neighborhood.

In the same territory the warehouse at Sydney is to be enlarged and extra tanks erected at Weymouth, Lockport, Parrsboro, Berwick, New Glasgow, Prince Roy, Ampeaux, Alberton and Harrington.

In the neighboring field of New Brunswick we propose to improve the local plants at Edmundston, Sackville, Newcastle, Bathurst, Chipman, Fredericton, Perth and Florenceville by adding warehouses, tanks and pumping equipment.

The Quebec Plant. The present warehouse at Quebec will be entirely remodeled to make it an absolutely fireproof building. An additional storey is also to be provided with space to accommodate the office force on the second floor while in the end of the warehouse six storage tanks for lubricating oils will be installed. In addition we propose to erect two tank-wagon filling-tanks and a prop house and other equipment to take care of the local trade.

At other places in the Quebec territory, various improvements will be made. Two new stations will be built and twenty-two storage tanks and three ware houses added to existing stations. The construction of these stations is to be transferred to other points while Sherbrooke is to get special consideration in the shape of four rectangular storage tanks, a rooper shop, boiler house and garage.

Changes at Ottawa. The old plant at the Capital has been quite inadequate for the business there and the present warehouse will be the scene of considerable alteration. Plans provide for a twelve-stall stable, wagon shed, boiler house, garage and filling tanks. The warehouse will be entirely remodelled by adding another storey and making the building entirely fireproof. Eleven additional storage tanks for lubricating oils, will be put in and a special building erected to accommodate this tankage. Gasoline storage will also be increased by the erection of a 2400-barrel storage tank.

Further changes include a new office building on the present property, with a filling station adjacent to the building. The latter will be on the same lines as those in other large centers and will be thoroughly modern in its appointments.

Growth at Kingston. When all the contemplated harbor improvements at Kingston mature, this port will undoubtedly be the Fort William of Lake Ontario and will be the center of grain shipments. Imperial Oil Limited are preparing in no half-hearted man-
ner to supply the increased demand for petroleum products that will result. Two 10,000-barrel tanks, 300 ft. by 30 ft., will be erected in order to take full advantage of the water facilities available. A second story will be added to the present warehouse and also a new sump station, warehouse and garage built.

At Rockyville, a new stable and wagon shed will be added and the present shop, pumps replaced by electric-driven units. New stations will be established at Carleton Place, Hastings, Vanickle Hill, Gottenburgh.

**MOTOR TRUCK DELIVERY, SALTLY, SINTH**

Usbridge, Woodbridge, Prescot, Syld- enham, Strouge Falls, Shawville, Paspinsville, Teved, Coobour and Wakefield.

**Changes in Western Ontario.**

In Western Ontario, we plan to provide S. Cathartines with much better facilities. At the present time there are two plants in the town, but the one on the banks of the Welland Canal is too far away from the city while the accommodation at the other has proved totally insufficient.

The proposed plant will be located on a property that is admirably situated as it has both water and rail connections and is close to the manufacturing centre of the city. As far as the weather permits we expect to go ahead with the construction of a 40 ft. x 60 ft. brick warehouse, 60 ft. stable, garage and pump house. The 30 ft. x 50 ft. tank, of 4,000 barrels capacity, for lubricating oils, is to be transferred from the old plant and another of the same capacity installed for gasoline.

At Riddell, there is another point to which supplies can be advantageously delivered - direct by boat from Sarnia Refinery. Our present plant there is quite inadequate for the business now being transacted and is also very badly in need of repair. To overcome this, we have secured property adjacent to the canal so that oils and gasoline can be brought in by the breakwater. Communication between the tanks and the water-front will be established as soon as permission has been secured to lay two 8-inch pipe lines over the government land intervening. We plan to erect two 10,000-barrel tanks with 40 ft. x 60 ft. warehouse, garage, stable and pump house and when completed the needs of this busy industrial centre will be more satisfactorily handled.

**At Other Points.**

At Kitchener, we intend tearing down the old gaudily painted warehouse and the stable, both of which are badly located. They will be super- ceded by an up-to-date 40 ft. x 60 ft. warehouse, garage, stable and other storehouses. Extra large tankage will be installed and also an up-to-date filling station built adjacent to the present warehouses. Those changes will be made very welcome at this point and we shall be able to give our Kitchener customers the real At Imperial Service as soon as the new equipment is in working order.

At Windsor, on the Detroit River, tanks for refined oil and gasoline are planned together with the usual warehouse and other buildings. Supplies will be delivered to the plant by boat. Boats will be required there as the climate conditions permit the use of motor equipment all the year round.

The facilties at St. Thomas and Galt will be improved, two tanks and pump house are also scheduled for Forest, Milton, Stratford, St. Mary's, Ayton, Blenheim, Guelph, St. Jacobs,付款, Brantford, Baden, Waterloo, Paris, Tavistock, Georgetown, Improvis and Mitchell.

**In the West.**

In Winnipeg area, garages will be built at Portage La Prairie and Brandon. Larger tankage and warehouses have been promised at Portage La Prairie, Dauphin, Neequaps, Russell, Delmench, Carman, Minned, Boisse- vin and Fort Frances. These plants will also get an up-to-date stable, wagon shed and pump house. At seventy-two other points in this territory the present equipment is to be increased either by the addition of a warehouse, or one or two tanks, or both, while at thirty other station-stations new warehouses are to be erected.

**Programme in Saskatchewan.**

The 1919 programme in the Saskaton district is a little heavier than that carried out during the past year. It includes the erection of 40 ft. x 60 ft. brick warehouses at Yorkton, Wilkie, Biggar, Elrose, Melford and Kinders- ley. The present programme of three points is the one to which we expect to run Imperial motor tank trucks. Seven other stations are to get additional tankage and new stations equipped with the regular Imperial station equipment. New warehouse with two tanks will be established at Trumplng Lake, Horsel, Springwater, Weyburn, DunMot, Birtch Hills, Kinam- ton, Cutharow, Horsel, Bomo, Tes- ter, and

**A PRIX-WINNING IMPERIAL TEAM.**

of a 20 ft. x 40 ft. one-storey and basement addition to the present brick warehouse. This warehouse is to be built on the site of the old stable.

In the British Columbia field, an entirely new plant will be built at New Westminster with a new stable, garage and all the other equipment included in a city plant. There will be good dock accommodation and special facilities for boats coming up the Fraser River.

At other places throughout the continent, they plan the installation of increased bulk storage, additional warehouse room, pump houses and other equipment to be made.

We do not need to dilate upon the requirements of the Imperial programme of extensions. Readers will know that they would not be undertaken unless there was every prospect of them being justified by increased business.

**THOROUGHNESS IS A PRACTICAL BUSINESS ASSET.**

repairing of barrels. At a large number of points extra storage tanks will be installed, among them having already been ordered for this purpose. At Avonlea, Fillmore, Holdfast, Lemberg, Limerick and many other points, tanks of dismounted coun-tanks will be replaced by upright tanks.

A number of stations will be erected at Alameda, Benson, Blindem, Greendock, Success and Melvina, and a few other points, where we already have warehouses we shall erect two storage tanks, while at some further points, warehouses will be built and the installation of tanks left till a later date.

**Further West.**

At the corner of Sixth Avenue and Saskatchewan, near West, Calgary, a new office and service station is in process of construction. This plant will be completed early in the year and will make a very welcome addition to the marketing facilities at Calgary.

**Additions are projected for Medicine Hat and will probably take the form of a new service station.**

**INTERNATIONAL MOTOR TANK TRUCKS FOR THE WEST.**

**DELIVERING THE GOODS.**

**NEW IMPROVEMENTS IN OUR TANK-WAGON SERVICE.**

**RANKING equal in importance with the installation of local stations and the appointment of agents is the establishment of a tankwagon service. This service is necessary to deliver supplies to our numer- ous pre-agents and also to service points where we are not in direct touch with any other source of supply.**

**Imperial Oil Limited have always endeavored to insinuate efficient direct-delivery service and to this end have developed a highly-specialized tank wagon service. Recently, the value of motor vehicles for transportation pur- poses has been more fully utilized and many motor trucks put into commis- sion.**

**The type of service—horsedrawn or motor-driven—depends on a great extent upon the quality of the roads in any locality, but beside this, weather conditions must also be considered. Where the winter is long and severe it would not be profitable to establish motor-truck service. It would instead be necessary to have a horse-drawn vehicle for winter service, too.**

**On this page we show a picture of the Brompton tank-wagon team. This team was a prize-winner at both the Spring and Fall fairs last year at that town. It is typical of the style of construction that went into the production of our Imperial trucks.**

**On the opposite page is a picture of a battery of International motor tank trucks.**

**WHAT WE HAVE SAID HERE WILL SHOW THAT Imperial Oil Limited are continu- ously doing all they can to keep our service up to the mark. They are constantly looking for new ideas and supplies to the consumer quickly and that an efficient tank-wagon service is considered an essential part of the facilities for marketing our products.**

**BETTER ADOPT IT AS YOUR SLOGAN.**
Forethought

FORETHOUGHT is the complement of foresight and "To foresee is to rule," said a great French philosopher.

The keenest deliberations and the soundest judgments both involve thorough, ready knowledge, for knowledge is the basis of resourceful planning.

Scant knowledge is rarely productive of right decisions and any deficiency of information has to be overcome by ingenuity and inventiveness.

Lack of thought for future possibilities causes haziness of purpose that wastes endless time.

To take time by the forelock, forethought is absolutely necessary. Forethought makes for shrewd conceptions, checks irrelevant ideas and engenders that invaluable quality of promptitude in decisions.

Forethought is habitual in the man who has developed the talent of knowing what he wants. It begets the temper of "Do it now."

Backed by the proper skill, forethought insures doing the right thing in the right way and at the right time, changes possibilities into probabilities and leads to action and results.