The Pressure Stills
at Regina Refinery
**THE IMPERIAL OIL REVIEW**

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**THE IMPERIAL OIL REVIEW**

Published Monthly by IMPERIAL OIL LIMITED, at Church Street, Toronto

The purpose of this publication is to provide employees with a medium in which their opinions, suggestions and experiences may be exchanged, and to acquaint them with interesting and useful information about the Company's business.

NOTICE. — The active cooperation and interest of every employee is essential to the continued success of this publication.

Please address all communications to THE IMPERIAL OIL REVIEW 16 Church Street, Toronto.

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Give Good Measure

In all you do, give good measure; whatever you promise to do, do it in full. Do not spare effort in the perfect accomplishment of what is expected of you.

There are some people in the world whose promises have lost weight with those who know them. They have in the past so often fallen short of what they promised that the very estimate their acquaintances now have of them is at a discount.

There is warning and advice in this for all, not just in making good promises. They are much more than hints on the subject of good faith. Make no rash promises, but have agreed to fulfill them. Do not promise to do things which you do not believe you can do. You are performing your obligations to the very letter. Do more rather than less of what is expected of you. Be always as good as your promises, if not a little better, for on your ability to do this your worth is largely estimated.

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Do You?

Do you plan your work before you begin to do it?
Do you clean up every job on time?
Do you finish today's job to-day?
Can you answer these questions to your own satisfaction?

**What You Know About Yourself Hurts**

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**DIRECTORS ELECT NEW OFFICERS**

Mr. C. O. Stillman chosen President; Mr. A. M. McQueen made a Vice-President.

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**THE IMPERIAL OIL REVIEW**

1919

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**MR. C. O. STILLMAN**

The New President of Imperial Oil Limited.

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undertaking was launched in the year 1897.
Although so closely associated with Sarne, that plant was only the first of a series built for Imperial Oil Limited by the new President. In the past few years, he has planned and supervised the erection of four other refineries situated respectively at Hamilton (Ont.); Montreal (Que.), Regina (Sask.); and Toronto (Ont.)

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**MR. A. M. McQUEEN**

Practically the whole of McQueen's business career has been devoted to the oil industry in Western
SERGEANT ALEX. MCKIE

HONORED BY FRIENDS IN THE "OLD COUNTRY."

THE Daily Times-Journal of Fort William, Ont., recently printed a special address from the Gallipoli Gazette of February 28th last, regarding Sgt. Alex. McKie, M.M., who was previously employed in the Marketing Department of Imperial Oil Limited at Fort Arthur, Ont.... As it will be of interest to his many friends in the Imperial Organization we are glad to reprint the following report:

"In Lesser St. Covan’s Hall, Kirkcudbright, on Thursday evening last, at the conclusion of the military society practice, there assembled a large body of the friends of the worthy Alex. McKie, Canadians, to pay him honor on his recently having been awarded the Military Medal.

"Sgt. McKie, whose family is well-known in this district, left Kirkcudbright for Canada about six years ago. He is a steady, industrious and highly-prized young man, and in his native place a great favorite with all who knew him.

"He was employed at Fort Arthur, Canada, with Imperial Oil Limited before he joined the Canadian forces and crossed to Europe to take part in the war.

"All along he did good work, in proof of which are his military promotions and the award of the military medal which he gained for specially gallant and skilful work in the operations connected with the advance on Amiens in August last.

"Before the presentation was made to Sergeant McKie, Mr. J. B. Cuthbert called on Mr. Croiter and his choir to sing "Rule Britannia," which was given in good style, all joining heartily in the chorus.

"After this Mrs. Fleming Hamilton briefly expressed her great pleasure in making the presentation to Sergeant McKie. In handing him a gold watch and a wallet of treasury notes, she hoped that all good would attend him in the future. She congratulated the sergeant on winning military honors and wished him much happiness in wearing the beautiful watch his friends had given him.

"The company immediately sang "For He's a Jolly Good Fellow" and with a hearty round of applause.

"Sergeant McKie in a brief little speech thanked them all for their great kindness. He would not soon forget that meeting and the presents he had received would always help him to keep in mind his good friends in Kirkcudbright."

A Letter From Overseas

U.S. Base Hostel, A.P.O. 909.

American Expeditionary Force, Mar. 11, 1919.

To the Imperial Oil Review,

Dear Sirs—

Through the kindness of some one in Calgary (P. B. Jarvis, I believe) I am today in receipt of the August, October and December issues of The Review and may I say I have been delighted and I have appreciated them very much. Don’t suppose I missed a word in any of them. Have often wished for The Review but since arriving in France have been on the go almost constantly, so didn’t bother writing for same.

Read with great interest indeed the very novel plan of covering the Filling Stations. Also read with great interest the "curbed order" standing as well as the divisional standings in sales of automotive oils.

It will be nine months soon since I left Calgary and almost six months in France so you may be sure I’m very anxious to get back on the job.

Will probably be in France for some time yet and would appreciate very much if you would send me The Review direct and could enjoy any old issues allowing for the ones I mentioned.

Taking this opportunity of extending my kindest regards to all my good friends who I know are constant readers of The Review.

(Sgd) C. V. D. Dow, Gen. No. 3746924.

WILLIAM MUSSETH MAY BE CREATED BY DILIGENT PRODUCING

IMPERIAL OIL LIMITED IN BRITISH COLUMBIA

BY DISTRICT MANAGER C. M. ROBERTSON, VANCOUVER, B.C.

BY referring to the accompanying bird’s-eye view of Vancouver and vicinity, the reader will get a fairly good idea of the character of the country of which the Pacific Division of Imperial Oil Limited is composed. It will be seen that this territory is made up mostly of mountains and small valleys, which are invariably cut up with water channels, either rivers or inlets from the sea. Each of these different features of British Columbia plays its part in building up the wonderful resources of this province.

The mountains are rich with minerals of all kinds; their slopes are clothed with the finest timber on the continent; the valleys are the richest and most fertile; the rivers and the sea are teeming with fish of every kind.

It would be difficult to imagine anything more widely different than the characteristics of British Columbia which are so distinctly noted in Alberta, with its miles of prairie and wheat lands, together with its farming and tractor trade, which in British Columbia are things we only read about.

Outside of the cities, there are, comparatively speaking, few settlers in British Columbia. The total population of the Province is about 360,000, the most of whom reside in the cities and towns.

City of Vancouver.

Vancouver is the largest city and the business centre of the Province. Nature has done a great deal for this city. Its location and surroundings are ideal. The harbor, on which the city is built, known as Burrard Inlet, is a natural one and is probably one of the most wonderful in the world. It is completely land-locked and is so large that the whole British Fleet could take shelter in it.

Thirty-four years ago, the site on which Vancouver now stands was one of the best timber limits to be found on the Coast. On the completion of the Canadian Pacific Railway, which made its terminus at Port Moody, the advantages of the location which Vancouver now occupies soon became apparent and so the city quickly sprang into existence and was incorporated in 1886. During that year, however, it was completely destroyed by fire, but was soon re-built and in a very few years became a recognized seaport, from which steam-boat connections with the Orient, Australia and all parts of the world were established.

Other cities in the Province, such as Victoria, New Westminster and Nanaimo, date back to an earlier time, owing their origin to the enterprise of the Hudson’s Bay Company and the gold-seekers from California, who came north to this province in sailing vessels. It is interesting to note that the first steam-boat that sailed up the Pacific was brought around the Horn by the Hudson’s Bay Company in 1836 and was later wrecked at the entrance to Vancouver Harbour.

Imperial Oil Limited.

Imperial Oil Limited is very essential to the development and prosperity of this country. It has gone hand in hand with the growth of its industries and the development of its resources, having established agencies immediately on the completion of the Canadian
Pacific Railway's transcontinental

For the first two or three years the business was conducted on a commission basis. The first salaried representative the Company had in British Columbia was Mr. Alex. Marshall, who later left the Company and entered into the wholesale commission business and is now one of our most successful business men. A year later, Mr. C. G. Rolston, who was covering the western part of the Company for the Company, with headquarters at Win-

nipeg, was transferred from that point to Vancouver and with the assistance of a steamer (now Major Matthews, who is still in our employ) took charge of the office and ware-

house there, while Mr. Marshall did the necessary travelling. Later, the Stand-

ard Oil Company, which was purchased by Mr. H. D. Averill, together with his

staff comprising a warehouseman (Mr. R. C. Milligan, who is also still in the employ of Imperial Oil Limited) and a stenographer, and a plant consisting of one-storey brick warehouse and a team of horses, was amalgamated with the Imperial Oil Company. Shortly after this amalgama-

tion, Mr. Marshall and Mr. Averill took charge of the office with the assistance of Mr. Matthews, while Mr. Rolston took over the marketing for the province of British Columbia.

Our Present Scope.

From this small beginning, we have grown until today, we have established

on Burrard Inlet, at Ioco, an oil refinery employing from 250 to 500 men. Stations have been established in every district in the province, with large tankage at Prince Rupert, Victoria and Vancouver, where our products can be received by tank vessels carrying cargoes up to and exceeding 60,000 barrels. There are also bonded warehouses where the deep sea-going vessels can receive Vacuum oils in bond, thus completing and perfecting the system of distributing stations of the Vacuum Oil Company.

In the early experience of the Company in this province 90 per cent. of its products were marketed in cases, this being necessary largely on account of transportation demands. Wagon trains, the few and for misses, and lumbering camps had, for the most part, to be taken in over trail, and in some cases, the parties taking his rifle and shoots the horse or horse fear of being overburdened. Losses occur because

VANCOUVER OFFICE STAFF

TOP ROW, LEFT TO RIGHT: M. REEVES, M. A. CHANDLER, M. H. HALL, M. A. McDOWELL, M. A. ARBIE, G. McKEAG


SOME PEOPLE SAY FACTS ARE STUBBORN THINGS

in crossing streams. The bridge, if any, usually consists of a fallen tree with the top level off in the very near future. It is a question only of waiting until enough of them are established to make the operation of a boat of this kind possible.

The high standard of our service is maintained in the most outlying and far-reaching districts. This service includes, of course, the most modern and up-to-date automobile filling stations where the motorist can drive his car and procure Imperial Premiers Gasoline and Imperial Polarene products in the quickest possible manner at a fair and reasonable price, and where he receives also the most courteous and prompt attention.

First Filling Stations in Canada.

In view of the extent to which filling stations have become popular, the branch of the Company at Vancouver were the first to introduce automobile filling stations in Canada, and indeed there were few, if any, stations which preceded theirs in the United States. Station, which was established is still in existence and is one of the most popular and best paying which they have in operation.

After seeing how acceptable this method of delivery to the automobile owner, they established a similar method of supplying Imperial Premiers Gasoline and lubricating oils to the filling stations, which at present supplies the automobiles which are being repaired or purchased, for the use of visiting cars to the consumer, thereby cutting down the cost of the delivery to the consumer for the elimination of their own expensive distribution system.

“The Sunset Province.”

No doubt the reader will agree that these two provinces are the most beautiful in British Columbia, “The Sunset Province of the Empire,” we may look with existing optimism on the future of this country and we feel confident that they will play no small part in the expected prosperity.

OTHERS AVER THAT IT IS THOSE WHO WON'T RECOGNISE THEM
DEVELOPING CANADA'S OIL RESOURCES
Imperial Oil Limited Prospecting and Drilling in Many Districts.
By Vice-President A. M. McQueen, Toronto.

The Imperial Oil Limited has devoted considerable energy and capital to the exploration and development of Canada's oil resources.

The Geological Department under Dr. T. O. Bosworth has, during the past four years, spent considerable time in survey work of portions of Alberta and the far North. Two wells were drilled in the McMurray Tar Sand district adjacent to the Alberta and Great Waterways Railway, both of which were unsuccessful in obtaining oil. Two wells were also drilled in the Wabasca Gas Reserve, 90 miles southeast of Edmonton, but were also unsuccessful in obtaining oil.

A Capable Staff.
For our owners our organization means that no matter where they may travel they can always obtain the Imperial Lubricant's best suited to their needs. The quality of Imperial Lubricants is always the same and our more than eight hundred distribution points is an assurance that the Imperial Lubricant wanted is available.

To Tractors and Motor Cars, the Imperial Lubricants are especially adapted to the lubrication of mechanical parts. They are designed for the high speeds and heavy loads on the modern farm equipment. The Imperial Lubricants are particularly recommended for farm engines and for all types of machinery.

To Manufacturers.
Manufacturers and marketers of automobiles, tractors, automobile and truck engines, and all types of power machinery whether manufacturing in Canada, the United States or any other country, are earnestly invited to give careful attention to the matter of lubrication. The Imperial Lubricant is available.

To Farmers.
For farm owners our organization means that no matter where they may travel they can always obtain the Imperial Lubricant's best suited to their needs. The quality of Imperial Lubricants is always the same and our more than eight hundred distribution points is an assurance that the Imperial Lubricant wanted is available.

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Activity In The East.
Geologists have been at work also during the past two months in Ontario and Eastern Canada and it is proposed to further continue this survey work and also have a geological survey party at work in British Columbia this season.

The Company has been active in Western Ontario during the past year and at present there are four drilling right in the field. The formation is described as the Trenton formation. It is proposed to further test this formation in Ontario whatever sufficient information is available to offer encouragement to drill.

KING MOUNTAIN, MACKENZIE RIVER.

The Company has five complete drilling outfits, two of which are now on the way to drill at locations 1,000 miles further north than any well that has ever been drilled in Canada. It is confidently believed that oil will be obtained in these locations and although the district is at present almost inaccessible, a few years may materially change the situation.

In Alberta.
The drilling programme also calls for the completion of three or more wells in different parts of Alberta during the coming season. With the

The Company has fifteen high-class geologists on its staff. There are at present eight different geological survey parties at work in the Canadian West in widely separated districts. They will continue their explorations until the snow flies, and as a result of this season's work it is hoped that considerable information will be obtained as to the possibilities of oil being found in commercial quantities. If favorable indications are discovered, the Production Department has several strings of tools available which will thoroughly test out the districts with the drill.
THE SASKATCHEWAN REFINERY

By SUPERINTENDENT C. M. MOORE, REGINA, SASK.

A t the northern limits of the City of Regina late in the year 1913, the executives of Imperial Oil Limited purchased a tract of land for a refinery site. This tract was decided on after giving other places careful consideration, because of its location in regard to railways. It is bounded on one side by the C.P.R. and on another by the G.T.P., and through either of these it is possible to transfer shipments to the C.R.R. The tract, while not large, was ideal, being rectangular in shape, a mile over 35 acres in extent and almost level.

Opened in 1916.

Early in 1916, a beginning was made on the construction of the Saskatchewan Refinery. In May, a portion of the crude tankage was completed and shipments from the Wyoming fields were commenced. On September 9th, 1916, in spite of difficulties encountered in obtaining material, the Refinery was started up and has since been in constant operation.

The original capacity of the plant was estimated at 1,500 barrels per day, but due to the large demand for petroleum products, in less than two months' time after commencing operations, plans were formulated and material ordered to further increase the capacity to 1,800 barrels per day.

This has since been further increased to a daily capacity of 3,000 barrels, and at times when necessary, it has been found possible to operate the refinery at a daily capacity of 5,000 barrels.

The Plant Equipment.

The equipment of the plant consists of 11 tower crude stills of 1,800 barrels charging capacity each. In these stills the first fractionating of the crude oil is done. They are of the most up-to-date type, having towers and air condensers.

The pressure still plant consists of 10 shell-type pressure stills each 8 feet by 30 feet and 10 tube-type pressure stills each 10 feet by 30 feet. These are all equipped with the latest ideas in air condensers and radiators and can be operated at 73 pounds pressure or more.

For the acid treatment necessary to maintain our products to the high standard set, the treating plant is a circulating agitator complete with pumping equipment and acid and lye apparatus.

The acid restoring plant, which is used for recovering as much acid as possible from the spent acid resulting in the treatment of the various oils, has a daily capacity of five tons. The acid plant is most modern and consists of separator, steam boxes, dish plant and lye set.

The boiler plant has eight return tubular boilers, of 800 H.P. each, and the fuel used here is fuel oil, although the construction is such that on very short notice the boilers can be equipped to fire coal through power stokers.

The Power Plant.

Whenever possible the pumping and other power requirements is done by electrically-driven machinery. The power is derived from two 150 R.W. 3-phase, 60-cycle, 440-volt generators, which are directly connected to 290 H.P. steam driven engines.

Large Cooling Pond.

Due to the scarcity of water in this locality, it was necessary to conserve the use to as great an extent as possible. In order to accomplish this a cooling pond, 150 feet by 150 feet by 10 feet was provided. The water after being used in the condensers for cooling purposes is piped back to the cooling pond where an electrically-driven pump forces it continuously through a spray system in order to reduce the temperature. It is then pumped back to the various still condensers to again repeat the operation.

This cooling pond also serves as a reserve supply in case of fire, and the fire pumping equipment is located adjacent to the pond and serves a complete network of lines which are used for fire purposes only.

During the earlier operation of the plant, the City of Regina supplied most of the water required, but since getting additional deep well pumping equipment, it is now possible to take care of our own needs. One well of which particular mention might be made, is giving daily almost 300,000 gallons of water.

The yard is served by a modern sewer system which empties into a large five-compartment separator before going through the city storm sewer to Wascana Creek. This separator is 150 feet long and 30 feet wide and extracts all oil before letting the waste water escape.

The loading tank has a capacity of 10 cars at one time, while it is possible to unload 30 cars of crude oil simultaneously.

Tank Car Accommodation.

The Saskatchewan Refinery is the only one of the five plants in the Imperial Oil Limited which has no water communication, or pipe line. All the crude oil used at the plant must be brought in by tank cars.

When the plant was first started, it was thought possible to unload the crude oil in the open, but due to the severe winter temperatures, this was found impracticable, and in 1917 a car building, with a capacity of ten cars, was erected.

This building, built over two tracks, is heated by large steam coils laid under the cars and is sheeted with corrugated asbestos. It is the only one of its kind in our service.

Severe Conditions in Winter.

Due to the severe winter weather conditions which at times reach 35° below zero, numerous changes were necessary during the early life of the plant. One of the biggest of these was the insulation with hollow tile of all crude and tar tanks. This has worked out most successfully and reduces to a minimum the amount of steam necessary to keep these tanks warm.

The Marketing Department has one large filling building at the plant from which various packages goods are shipped and from where the farmers are served with bulk oil for tractor use. Here they have the service of two trans-continental railways, the G.T.P. and the C.P.R.

The products made at the Saskatchewan Refinery are: Imperial Premier Gasoline, Royalite Coal Oil, fuel oils, and petroleum coke.

Looking north from Power Plant.
J ust to say we have six thousand employees in Imperial Oil Limited, and don't congratulate us for our contribution to the business of the country. If all the employees were lined up four abreast and asked to march as soldiers, much, it would take a long time for them to pass a given point. Even then we would only get a glimpse of our Organization.

It is only when we begin to visit the various refineries and the points where our tanks are located, that one begins to appreciate the magnitude of the Company. It extends east and west from St. John's, Newfoundland, to Vancouver, B.C., a distance of about 4,000 miles, and from the 49th parallel of latitude to points in the "frozen north," to such places as Spirit River, Peace River Crossing and Dunvegan.

Within that tremendous Canadian territory there is hardly a place where a few people are gathered together to form the nucleus of a business, but you can see the dull grey tank with its red seal—sufficient notice to all the inhabitants that at their doors can be secured at a reasonable price the things that have become the necessities of life—real oil, gasoline, all kinds of oils and indeed, everything needed to make the domestic and industrial wheels go round.

A Bird's-eye View.

If we could get up high enough so that we could get one complete vision of our Dominion, we would see endless procession of man boats coming up the Pacific coast and the Atlantic coast, carrying crude oil to the refineries at Iona, Halifax and Montreal. We would see, also, procession of trains, white tanks, black tank cars carrying crude oil to the refineries on the railways, and we would see signs of the pipe line, a six-inch pipe gulping out crude to the Sarnia refinery, 16,000 barrels a day all the year round.

And that is but the beginning. When the crude is delivered, then our people get busy and this crude oil, black and unsightly in its natural state, is boiled and refined and changed and fashioned, and after days of heat and toll, the black crude comes forth purified and cleansed and white and made fit to be used in the most delicate machinery.

And then we are only at the beginning. This new, purified product in all its various forms and for various uses has to be hauled and shipped in barrels bottled and sent out on its new journeys and must go through many more hands before it reaches the Canadian utility lines ready for the consumer.

However, the thing is that every single one of the 6,000 employees has a distinct and important work to do before the full result can be accomplished—supplying to the public of Canada many of the necessities of life without which the country cannot grow and expand into the full status of a nation.

The men who were elected to represent each of the companies. Each of them, in turn, the companies as a whole.

At Sarnia, it was a social gathering at the Vancouver office and after the business everyone got busy and renewed their youth by dance and song and good cheer.

At Regina it was a real "get together," with a whole lot of business and社交 and a lot of lunch and social intercourse afterwards. At Montreal, it was a real old-fashioned dinner served in the official dining-room, and at Halifax, the last of the series, a dinner that was quite good enough to make the gods smile.

It seemed at first a very big task to begin at Vancouver and go right through. We had been working out a seemingly endless details and carry them out so that every man would realize he was getting what the Company set out to give—a square deal. But whatever this was, it was all work worth while because of the splendid response of the men. The boys and girls of Imperial Oil Limited are a rare lot. Their loyalty and devotion are unquestionable and if we can all try to appreciate how much depends on our own faithfulness, and appreciate how faithful the others are to the future growth of our Company and its place among Canadian institutions.
HAULING LOGS BY TRACTOR

Modern Machinery Greatly Facilitates the Work of Transportation.

In Quebec, logs are now transported in winter on sleds drawn train-fashion by caterpillar tractors. In this way, very long loads can be handled and the logs reach the mills with greater dispatch.

Interesting Photographs.
We are privileged to show two very interesting photographs of the logging industry in Quebec, depicting the haul- ing of logs by this modern method. The pictures were received through the kindness of Mr. W. W. Osvald, and illustrate operations on the timber limits of Mr. Alphonse Conturier, of St. Louis du Havre, Quebec.

Mr. Conturier owns a Lombard gasoline tractor. This tractor is rated at 33 horse power. It weighs 2,500 pounds, is twenty feet long and can attain a speed of eight miles an hour.

Sleds Carry Heavy Loads.
The logs are piled on sleds which each have four runners. The runners are each nine feet long and the outside width of the runners, 4 feet 6 inches.

These sleds are made up into trains of four from to six sleds, varying according to the condition of the road, depth of snow and the gradients. Each sled can carry from 70 to 75 logs.

The average distance by road covered on each trip from where the logs are felled to the mill is ten miles and so reliable is the work of the tractor that these trips are made daily.

Mr. Conturier stated that he expected to haul some 30,000 logs during the winter and by using tractor power in place of horses, he estimated that he would effect a saving of quite 50 per cent. over previous seasons.

Uses Imperial Products.

The average consumption of fuel and lubricants on this work is 70 gallons of Imperial Gasoline and 35/2 gallons of Garvyole Mobihol daily.

Mr. Conturier is to be congratulated on his enterprise and we hope that Imperial products will continue to further improve his output.

Organize Baseball Club

On Friday, April 11th, 1919, the members of the staff of Imperial Oil Limited in Sarnia tendered a farewell banquet to Mr. J. H. Archbold on Saturday evening, April 19, prior to his leaving for Toronto to which city he has been transferred.

A special car conveyed the guests from the city to the club house where the thirty-five guests sat down to a sumptuous dinner. Mr. E. V. A. Kennedy presided and opened the speeches by making a speech to the guest of the evening.

Mr. Kennedy referred to the early days of Imperial Oil and Mr. Archbold's long connection with the Company. He paid eloquent tribute to Mr. Archbold's ability and to the prominent part he has played in the great oil industry of the continent.

Mr. Archbold came to Canada in 1888. After spending some time in Petrobas, he went to Sarnia some seven years ago and has since held the office of Assistant Secretary-Treasurer.

During his residence in Sarnia, Mr. Archbold made many friends who, while wishing him success in his future home, will miss his genial company.

Mr. Archbold being called forward, Mr. Kennedy presented him, on behalf of all the members of the club, with a handsome diamond stick pin.

The recipient replied briefly, thanking his friends for the gift, expressing his regret in leaving Sarnia and his friends in that city. He said he would remember the many pleasant associations formed there.

Other addresses were delivered by Mr. W. E. Beesly, Mr. W. D. Dickie, T. Montgomery and G. H. Gable before the gathering broke up.

AND SOON THERE'S MILES AND MILES OF SMILES

Mr. J. H. Archbold is Tendered Banquet

Farewell Complimented in Sarnia

Golf Club House.

THERE is an old saying that "Familiarity breeds contempt," and in the business world to-day there are many instances in support of its truth. "Slogans have lost the power of inspiration," "System," "Efficiency," "Co-operation," have in many cases become haskilled, lifeless words and they have lost their real significance through just that same thing, familiarity. Any why? Because these words are associated in every case with something mechanical, something, the end and aim of which is not clearly in view of every worker.

Phrases and words are merely means of expression. Unless they carry interest and perceptible results they become quite meaningless and fail in their mission as the accepted channel to convey mental pictures.

"Imperial Service" is, however, an instance of the "exception that proves the rule."

As has been said on more than one occasion, "Imperial Service" implies many contributory factors, all of which are comprised in the mission of the intersection, organisation. System, efficiency, co-operation—however much we dislike the words—are all necessary, but there is something more in our slogan, something which is a real virtue, something that makes the phrase a vivid reality to each and every one of us.

This issue of the Review carries a map on which is shown the complete distribution system of Imperial Oil Limited. By means of systematic, efficient, co-operative (mark the words!), plans and policies, petroleum products, now so indispensable in every walk of life, are available in ample supply everywhere in the Dominion.

Wherever there is a settlement, there you will find some local dealer representing our Company, selling our products and endeavoring to serve in this way his friends and neighbors. Wherever settlers are spread over a wide area of thousands of square miles, oil wagons go its daily rounds dispensing the same Imperial products and carrying out the same ideals of service.

"Imperial Service" is indeed "Imperial," even as Webster defines the word—pertaining to an empire or nation, that which is of more than usual size in its class or which is of superior excellence. We fully believe that "Imperial Service" justifies this point of view if it is approached.

Imperial Oil Limited operates five refineries. There are twelve marketing divisions covering the whole country. Our distribution stations from Halifax to Vancouver number more than 800. In all Canadian cities we have branches. In every Canadian community we will find representative dealers.

Imperial products are in constant use all over our fair Dominion, in factories, mines, mines, on the farm and in the home. Imperial products hold a proud place in the very life of our nation. They speed the wheels of industry, relieve the burdens of household work and add to the pleasures and delights of the leisure hours of hundreds of thousands of Canadians.

Try to realise what this vast Organisation means. Endeavor to do your part to keep it alive and real. Do your best to appreciate what "Imperial Service" means from the point of view of those to whom it is dispensed.

If you do this, "Imperial Service" will never become a meaningless phrase.

"Imperial Service" will be just what it is, and we, by our united efforts make it ever remember the many pleasant associations formed there.
Sunshine and Cheerfulness

Do you realize what a big part sunshine plays in your life? It not only gives warmth and dissipates shadows but stimulates cheerfulness.

Imagine what a dull, drab, dreary place this old world of ours would be if it were not for the cheery rays of the sun. Depression and dejection—the common enemy of mankind—would be rampant.

Take plenty of sunshine into your life. Reflect all the sunshine you can. Radiate cheerfulness.

Don’t waste valuable time envying others their happy, sunny dispositions. Emulate them. Rival them. Outrival them.

Cheerfulness is an attribute that will bring real benefits to you. It will help you carry greater responsibilities and enable you to reach higher pinnacles of success.

Cheerfulness is good. It increases vitality, elevates the spirits, adds strength and vigor to actions and is of untold assistance in the promotion of utmost efficiency.