THE IMPERIAL OIL REVIEW

Montreal East Refinery
WHILE the public during the past three years has watched the price of one commodity after another go skyrocketing to ever higher altitudes, the domestic price of gasoline—in the territory served by Imperial Oil Limited at least—has remained constant and stable. Since the beginning of 1917, gasoline has been below $2 per gallon, the highest price of modern life that has not added to its burden of cost.

Official data of price changes show considerable advances during the last three years in the prices of food products and practically everything else in daily demand, but, during this period, while gasoline is now as essential as foodstuffs and while it reflects a much greater sum in our expenditure than practically any other product, its price showed not even a fractional change.

So that as people have become accustomed to paying more and more for everything except gasoline, a belated advance in this commodity since the beginning of the year has only emphasized the fact that it is still relatively one of the cheapest of the things that the public must buy.

The Reason Why

Corresponding to the wheat-growers in the agriculture industry are the fifty to sixty thousand individual oil producers. As the basic source of supply, they are the farmers of the oil industry. To them, Imperial Oil Limited must go to purchase practically all of its requirements of raw material—crude oil—and pay the price fixed for it by competitive markets. Various circumstances have contributed to create a steadily rising market so much that North American crude which could be bought for $1.68 per barrel some three years ago now costs Imperial Oil Limited $2.73 per barrel, with the Continental crude, which was $1.30 per barrel in 1917, now worth $3.50 per barrel at the wells.

Not only must Imperial Oil Limited buy crude oil at high competitive market prices but our Company must import practically all of its crude. True, there is a small production of crude petroleum in Canada and our Company and others as well are purchasing for importation.

So that the supply from Canadian fields, but the volume of crude produced in Canada is very small as compared to the amount of gasoline required to keep the wheels of Canada’s motor-cars, tractors and engines running.

When it is understood that the discount on our dollar has increased from about 25 per cent to a point as much as the Continental crude fields began to dwindle and the appearance of salt water in the still newer pool at Houma, Louisiana, made necessary a reduction in estimates of its total potential production.

This is, of course, not only not unusual, but it is the history of the petroleum industry. Oil wells, like any other mines, suffer from exhaustion. When the annual production of petroleum was fixed instead of, as it is, advancing by leaps and bounds, it would still be necessary to bring in every year a percentage of new wells to replace those which are being worn out.

In the past ten years over $2,000,000 new wells were drilled in the United States, the actual increase, owing to the fact that 120,000 ceased to produce during that period, was less than the number of wells destroyed and at the end of the ten years there were just 240,000 wells in operation.

New Oil Area Wells

The figures are significant because they indicate that still new oil areas can be found as they have been found already.

From the existing wells there was produced last year according to United States Government reports, 375,000,000 barrels of crude and the consumption of this and the 55,000,000 barrels imported, was such that the year ended with total reserve stocks of 130,000,000 barrels. Roughly, this is only a five months’ supply for the American refineries and at the end of the year the average daily production of crude in the United States had fallen from 1,300,000 barrels in September to 1,060,000 barrels.

All this, of course, relates to U. S. production alone. American crude produced east of the Rockies is essentially a refined crude from which the proportioner percentage of the gasoline of commerce is manufactured. This reduction is supported by some fairly substantial surpluses of crude above official figures and the requirements. For a time the new fields developed in Texas last year promised to do this, and when their output actually added a few million barrels to the U. S. reserve stocks, the Imperial Oil Limited field appeared possible. But these hopes were still unrealized when the flash production of the new fields began to dwindle and the appearance of salt water in the still newer pool at Houmer, Louisiana, made necessary a reduction in estimates of its total potential production.

Why Gasoline Costs More

Any substantial surplus of crude above the volume of crude produced in Canada is very small as compared to the amount of gasoline required to keep the wheels of Canada’s motor-cars, tractors and engines running.

(Continued on page 15)
The Evolution of the Sarnia Office

By Mr. Wm. C. Gilchrist, Sarnia, Ont.

To record the evolution of the Sarnia Office of Imperial Oil Limited is a task to test the abilities of both statistician and biographer. Being neither, it is wise for us to commence with the original office by merely saying that it was "two by twice," knowing that this is quite understandable and descriptive.

In the first little square brick office occupied by the Company here, just four men were employed who, in all likelihood, little dreamed that they were the "pioneers" of hundreds of Imperial Office people.

Tunnel Hotel Purchased

In the year 1900 the Imperial Oil Company outgrew its humble accounting house on the banks of the St. Clair and the Tunnel Hotel, whose location and size were more satisfactory, was purchased to be used as an office.

Any who have visited Nome, Canal, or, in fact, any boom town in America, have seen the Tunnel Hotel. Built on the brink of the gushing cut made in the construction of the famous St. Clair tunnel this hotel was situated about half a mile inland. Its hastily-constructed walls of tin and wood had served their purpose well in housing the engineers, drillers and workers who had been engaged in the great subterranean feat, but it was now an empty shell and no longer did men bargain for a place to sleep within.

Larger Quarters Needed

So with a little re-modelling, the erstwhile bar, dining room and lobby of the Tunnel Hotel became the offices of the Sarnia Refinery of the Imperial Oil Company Limited. Unsatisfactory though it was in many ways, it answered the purpose for which it was used until, in 1912, came the invasion of the Treasurer's and Traffic Departments, after which, even when using the entire three floors of the building, it was too small in addition to being too "about-everything else."

New quarters having become a necessity, plans were prepared and work was immediately commenced on what then was known as the "new" office, Tecumseh Street being closed, the new building was erected on the old tunnel hotel at Sarnia.

Further Expansion

The continued expansion of the Company's business with its accompanying increase of office work has made necessary the addition of many more office employees from time to time. This brought about a crowded condition again, and for the last two years it has been apparent that an even larger office was needed at the Sarnia Refinery. This culminated in the breaking of ground last spring for a new addition which took the form of a south wing to the main building and which is now in use.

The new wing follows the style and material of the original building—red pressed brick with white stone facings. It is seventy-nine feet deep and forty feet in width being very near the seven thousand square feet of office room to the former accommodation.

The Present Grouping

Under the new order of things, the Manufacturing Department occupies the entire second floor of the new wing, with the Treasurer's Department using the remainder of the upper portion of the building.

On the main floor are the private (Costard on p. 10.)

Gasoteria

An Edmonton Innovation That Has Proved Very Popular

By District Manager F. Turek, Edmonton, Alta.

Practically everyone has experienced the advantages of a small tank and many of the inhabitants of the city of Edmonton will be able to effect by securing supplies at a "groceria." The application of the "self-serve" idea to a gasoline station, however, will be new to a very large majority of those who read this article.

We have in Edmonton many enterprising and up-to-date firms, and in the forefront of these is the Northern Hardware Company. Their latest venture has been the erection of a large auto-filling station, a picture of which appears on this page. It is operated on the visible supply system that is simple yet very effective.

A Visible Tank

Just as soon as the Imperial tank wagon fills the storage tank (which by the way holds twenty barrels), the contents of the storage tank is pumped by means of a compressed air outlet into the auxiliary tank. This auxiliary tank is exposed to view and is neatly lettered and graduated in gallons and half-gallons.

The motorist simply takes hold of the hose outlet, turns on the faucet at the nozzle and helps himself to the required quantity of gasoline. He can look at the gauge glass and see the quantity of gasoline flowing into his tank. When the tank is filled, he turns off the supply and the gauge registers the amount he has to pay for.

Two Delivery Hoses

Provision has also been made to serve two automobiles at the same time by separate and distinct hose pipes and nozzles. This method is quick and efficient, working on the principle of "self-serve"; in other words, they have established a "Gasoteria."

When the auxiliary tank needs replenishing the operator merely turns on the air which immediately pumps the gasoline from the underground storage tank into the auxiliary tank, thereby keeping a full supply there at all times for customers' convenience.

The illustration clearly shows six small tanks. These contain two grades of Imperial Polarine and four grades of Gargoyle Mohibs. These small tanks are each painted very neatly with the names "Imperial Polarine" and "Gargoyle Mohib."
First Aid Work at Imperialoyal

Precautions for the Physical Welfare of Refinery Employees
By Dr. F. P. Malcolm, Halifax Refinery.

THOUGH we could have wished for a longer story of the interest shown by Dr. Malcolm at the Halifax Refinery, we take it as an evidence of the general good health of the community and of his own good work that the article is so "short and sweet." Perhaps he is very modest and— but here is his story. Judge for yourself— Editor.

All prospective applicants for work are directed to the doctor for physical examination. In most cases this is readily taken in a spirit of co-operation, in others it is looked upon as more or less of a joke, while with an odd one or two, it is in a measure resented. Naturally different dispositions require different ways of handling and often a great deal of tact but it is gratifying to say that so far we have succeeded with every applicant and the result is greatly to their benefit. All examinations are made in the medical room in the basement of the office.

The Dressing Station

Located in a small building near the center of the camp there is a dressing station. The building used is known as the Red Cross building and is completely equipped with up-to-date dressing material for burns, bruises and other injuries. Our assistant is a male nurse known as "Doc" James, and as he lives in one of the camps, he is practically on hand at all hours to render first aid.

Sickness among our employees who live in the camp is entirely supervised by this medical department. At times when epidemics are in the air we are especially watchful. Should sickness break out, it, of course, adds to our work and anxiety while it lasts. For such times as these, we have a five bed hospital and an isolation hospital. We are always glad when the latter in particular is not in use.

However where camps accommodating five hundred men are in daily use it is scarcely possible to keep entirely free from sickness of one kind or another. We have had occasion at such times to call in the services of a female nurse and a practicing physician but always the value of the resident doctor and medical department has been clearly proved.

Strict Cleanliness

Among the special things we insist on is the observance of the strictest rules of cleanliness in our camps. This applies not only to the employees themselves but to the equipment, bedding and floors. The liberal use of disinfectants is at all times encouraged.

Sick Benefits Plan

Since the Imperial Oil Limited system of sick benefits became operative, this work has been added to the duties constituting this department. When an employee reports "off duty" through sickness and lays off for a few days, we always visit this employee to learn what care is being taken of the case and to ascertain the extent of the illness.

According to the medical department at this refinery is responsible for very important work and we feel that our efforts to safeguard the health of Imperial Oil employees here is very acceptable and very much appreciated.

Our Front Cover

The Review is indebted to Messrs. Raymond and Wilshire for permission to use the photographs reproduced on the front cover. They are the only ones allowed to take photographs from the air in Montreal.

The Co-Operative Investment Trust

The enthusiastic endorsement and prompt response which have met the Co-operative Investment Trust in all divisions are very gratifying. During the few brief weeks that have elapsed since the inauguration of the Co-operative Trust, excellent progress has been made. The dispatch with which the work has been carried forward evidences again the good work of Industrial Representatives, department heads and managers, as well as the splendid co-operation and the thriftiness of Imperial Oil employees as a whole.

Percentage of Depositors

On April 15th, 2,437 out of a total of 9,812 eligible employees, had sent in initial deposits to the Fund. In other words, during this brief period, 65.67 per cent. of those eligible made deposits.

The Imperial Pipe Line holds the record for percentage of deposits with 75 per cent. St. John's, Nfld., is a close second with 88.50 per cent. and Port Williams is third with 88.46.

The accompanying tabulation shows the number of employees eligible to deposit from each division, the total number depositing and the percentage depositing from each division, as reported on April 15th. Additional deposits are coming in rapidly, and if the good work continues, a big percentage of the eligible employees will have sent in deposits to the Fund before the end of the month.

Questions Welcomed

The plan and purpose of the Co-operative Investment Trust were clearly and fully described in the March issue of The Review and in the circular letter and the pamphlet issued to all employees. It is hoped that the object of the Fund and its conditions are fully understood by all.

If there is doubt or misunderstanding in the mind of anyone, it should be cleared away without delay. The head of your department, your Industrial Representatives or the Trustees of the Fund will be grateful for an opportunity to explain anything in connection with the plan that is not entirely clear.

Advantage of Early Deposits

As per the resolution passed by the Board of Directors of Imperial Oil Limited on June 9, 1910, the Stock bought by Imperial Oil employees through the Co-operative Investment Trust will be sold to the Trust during this year at $75.00 per share. At this writing, Imperial Oil Stock is quoted in the market at $125 per share. As Imperial Oil Limited has agreed to set aside an amount equal to 90 per cent. of the amount deposited by each eligible employee, this amount will be used by the Trustees to purchase Stock at the agreed price of $75.00 per share, the attractiveness and advantages of the Investment Trust plan are very apparent and the importance of making the initial deposit as soon as possible is emphasized.

Deposits Reported up to April 15th

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<th>Station or Office</th>
<th>Employees Total</th>
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<th>Per cent. Eligible</th>
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20 views of the Imperial Oil Plant at Calgary
Part of the Ownership Showing Tankage
A General View of the Plant
**EDITORIAL**

**Play Ball**

Sycling is again here. It is again time to play ball—base or foot. It is time, too, for tennis and all other forms of healthful outdoor recreation. The chronicles of the season just closed are in the process of Imperial athletics. Sarina Imperiali finished as most successful season in second place in the City League winning eight out of eleven games, Halifalls run two teams which garnered in a wonderful record of wins; Edmonton won honors at basket ball; Toronto had a fine season at bowling; Regina had some exciting curling matches; all these records would have made interesting reading in *The Review* but for the pressure upon our space.

May thoughts are turning to summer sports and our Athletic Clubs are busy with their preparations for the season’s tourneys. If enthusiasm is any indication at all we shall have a big number of successes to record before the end of the year. Sarina are concentrating most of their efforts on baseball. They expect to line up a team this year that will surprise even the most sporting of our fans.

Regina soccer team have great aspirations. They are even considering the possibility of going after the Commonwealth Cup. Tennis and baseball, too, will have many followers at the prairie refineries.

Ioco will have a plant baseball league and may enter a team in a local league as well. We expect tennis to be as popular as ever and many tennis enthusiasts already have an eye on the “Stillman” Cup.

Most of the teams that entered Boats made arrangements for their to be prepared under the supervision of their respective advertising departments, and that the cup was awarded to Ioco Refinery may be taken as a big compliment by those who prepared the display.

The *Imperial Oil Review* May 1920

**THE ICOCO REFINERY FLOAT**

*Win First Prize at the British Columbia Provincial Fair*  

*By Mr. L. G. Topfham, Ioco, B.C.*

Among the many elaborate Boats that featured the annual parade of the last British Columbia Provincial Fair was one prepared by the Ioco Refinery. Not only did this entry attract unusual attention but it was the source of much amusement to the large crowds that attended the Fair. That it was good publicity for Imperial Oil Products, too, goes without saying.

The original idea and the artistic execution and decorations were entirely the work of Ioco boys and it occasioned no surprise when it was awarded first prize, a fitting recognition of the initiative and hard work of Bob Dyble, Bert Martin and Dan MacInnis who were completely instrumental in equipping the float.

**Big Bears and Little Bears**

The big bears in the display were represented by Stan Graham and Bill Knott, while Stanley Clark and Billy McLaughlin were inside the smaller bears. Representing cases of Imperial Oil Products, Masters Dickie Dyble, Frank Martin and Red Medley played their parts as attendants on the float.

The antics of the “bears” were a great attraction and contributed largely to the amusement of the crowds which gathered during the day, the children in particular taking special delight in feeding the “bears” with peanuts and popcorn. This was not entirely appreciated by the “animals” who thus had to “put away” more than was good for them in order to live up to their part.

**The Prince Interested**

His Royal Highness, the Prince of Wales, who opened the Fair, was very interested in the Imperial exhibit and lingered near for quite a while enjoying the antics and capers of the bears.

Those who attended the Fair and saw the other entries and knew the firms that competed, acknowledge that it was far from a simple matter to win. That the cup went to Ioco was well merited for the display reached a very high standard.

**THE RUNNERS-UP**

The second prize was won by the Hepa Engineering Company, while the following firms also entered exhibits: E. C. Gallo, Gallo, B. A. Flippin, T. A. Trapp Hardware, B. C. Electric, Kelly Doughers (grocers), Mitchell (grocers) and the Valley Motor Company.

**The Fighting Spirit**

By Mr. John Morris, Kingston.

"The fighting spirit is essential in every sphere of life. No matter what your ambition may be, you must fight for what you want."

This fighting spirit knows no defeat. It is not combative nor over-aggressive; it is just the natural action of a vigorous body and an active mind.

This fighting spirit is nothing more than the desire, the will and the power to do and to do things well.

Yes! The good things of life only come as a result of effort and it is good for us that it is so, for we then appreciate them that much more.

Your efforts to cultivate happiness and good health and to succeed in your work, will help you far more than you can imagine. The happiness you will react in many ways. They not only increase your own strength and vitality, but will help those with whom you meet and with whom you associate.

A smile is contagious. It associates with joy. The influence of the happy spirit is everywhere appreciated; it means more friends; it lightens burdens, increases pleasures. Happiness materially lengthens life. Optimism and a cheerful outlook are wholesome tones, both physically and mentally.

Remember always that business, happiness, health—everything in life worth while—must be striven for before it is yours and that it will require continuous effort to hold on to it.

These efforts are the key to vigor, strength, and confidence—three great forces vital to life and success. Keep up the fighting spirit and health, happiness and success are yours.

**Ioco To The Fore**

An Unique Display That Took First Prize

**THE SILVER CUP**

*Won by Ioco Refinery Float*
An Enduring Friendship
A Simple Tribute to the Faithful Horses in Imperial Oil Service

"TOM" AND "PRINCE" READY FOR THE DAYS WORK

O n many occasions the columns of this Review have carried words of commendation for one or another member of the organization who has given some special demonstration of good service—Imperial Service. The enthusiasm of the rank and file of the organization day in and day out, year after year, has also received well merited attention. There is, however, one section of our organization that, though not forgotten, has not been given the notice that it deserves. We refer to our dear friends, the horses.

There is something about a horse that clutches us by the heart strings, something akin to affection, and which is as strong as any friendship known. The horse that gives loyal service, that sticks to us through "thick and thin" often means more to us than we care to acknowledge. Witness the love of a trooper for his horse and his poignant grief when that horse is stricken down in battle. A faithful horse is as true a friend as man can have. Any man who understands horses will tell you of the pleasure and delight he gets in that friendship.

Letter from Port Perry

A very interesting tribute to the faithful service of two dumb helpers comes to us from Mr. A. G. Davenport, Imperial agent at Port Perry. His words illustrate his affection for his horses and, were they to turn given the gift of speech, we are quite sure they would reciprocate his affection and thank him for the care and attention he lavishes on them.

His letter in part reads as follows:

"With my newly-painted wagon, harness polished to match and the horses in splendid condition, I set out on my first winter trip, when a school boy came along and took the picture reproduced above.

"I want to tell you about my horses. I think more of this team of nine than the finest automobile in the world. I would much sooner hold the lines behind a team of good horses than hold the wheel of a motor truck.

Two Steadfast Workers

"TOM" the horse on the near side, has been on the wagon for about a year and a half. He weighs 1,350 lbs. and is worth $5,000 if he's worth a cent. He has always been ready for work whenever needed; in fact, he has never missed a single working day. "PRINCE" the far horse, is a wonder. He has been on the wagon nearly three and a half years. He started his work on the wagon in December and I followed him in May. Three years ago he weighed only 1,270 lbs.; now he weighs 1,450 lbs. He was so lame he could hardly walk, and both the vet. and the blacksmith said he was useless. He had very bad feet, but he was a favorite with me. By taking special care in shoing him and by careful driving, I managed to keep him always on the job with the result that he is nearly two hundred pounds heavier to-day and has never missed a trip.

"Last July 12th, I drove the pair of them 34 miles and delivered over 1,420 gallons of oil and gasoline. Do you wonder I am proud of my dumb helpers?"

Our readers will agree with Mr. Dawson in the sentiment he expresses in the last sentence of his letter: "The horse is a remarkable animal, and deserves every care from man in return for the faithful and devoted service he renders."
Shooting Wild Geese
A Prairie Story from the Swift Current District

By Mr. G. H. Campbell, Swift Current, Sask.

Dave McKenzie, Our Waldeck Agent and His "Bag"

Our illustration shows the result of a very successful little hunting trip made by Mr. Dave McKenzie and a friend last fall. Mr. McKenzie is the Imperial Oil agent at Waldeck, Sask., and a short account of his trip may be interesting to readers of The Imperial Oil Review who do not have such opportunities for good and profitable sport.

It seems that on a previous trip, Mr. McKenzie found a pair of wild geese which, with true western foresight, he raised, and by keeping their wings clipped short, he was able to keep around very much like tame geese. On the trip we are going to describe, he found he could make excellent use of them as decoys.

The Right Spot
The trip was made to a secluded spot by a small lake a little to the southwest of Swift Current. The result of the outing shows it was a good spot to choose, and that the hunters were in fine form with the guns. The latter, too, were in fine condition thanks to Imperial Household lubricant.

Our hunters arrived in the evening within two miles of the lake, and immediately prepared to camp for the night. Before "turning in," they went out to find the feeding place of the geese. With the aid of a good pair of field glasses, they discovered the where the geese fed and forthwith proceeded to dig their pits, where they would later be in wait for the unsuspecting geese. This done, they turned in for a few hours' sleep. For they must be up bright and early the next day.

Final Preparations
Morning found them busy with their final preparations in getting ready to go to the pits. However, before nagging into an ambush, they must set their decoys, the live decoys, who, by the way, are no longer geese but honest-to-goodness geese themselves. With the decoys properly placed, the "live ones" tethered and guns and ammunition at hand, they sit down to wait for the geese, which they do with true hunter's enthusiasm.

Sunrise at last and with it hundreds, thousands of wild geese, flying from the lake and looking for their breakfast. Approaching the spot where the hunters were hidden, they are seen by

New Ferry Service
A contract was recently signed with the Harbor Ship Company of Halifax to ferry the Imperial Refinery employees, who live in Halifax, to and from the refinery.

Our illustration shows the ferry boat "Wilfred C.,” which has been put on this service, leaving the plant after the day's work. The new service relieves and supplies the splendid accommodation now provided is much appreciated by those who use the service.

All's Well Again
It took four men with the aid of jacks, railroad ties and planks five hours of strenuous work to right the truck, one of the Imperial teams and the truck's own power completing the operation. Mr. Hammond then continued his rounds supplying "heat and lights" to many Imperial Oil customers.

The horse-drawn tank wagon drivers have also experienced great difficulty in keeping up the high standard of service which means so much to the merchant and consumer alike. Our second illustration shows Mr. H. T. Thomas of the Richmond Hill branch on his way to Victoria Square with supplies for a merchant there.

A Phone Call
This merchant had heard of the agent at Richmond Hill to say that his tank was getting low and wondered if it would be possible to get a tank wagon through, the roads being blockaded with about five feet of snow, and as everyone knew these country roads are none too good at the best of seasons.

Early next morning the tank wagon left Richmond Hill to "get through" at any cost. This was not the first of the kind Mr. Thomas had made, and his past experience enabled him to get along in great shape. All went well until arriving within a short distance of Victoria Square when in avoiding a bad snow drift it was necessary to drive off the road and the wagon struck in the ditch.

A Safe Arrival
However, with the aid of a near-by farmer and his man this little matter was soon righted and the journey continued. The merchant did not fail to express his satisfaction at receiving such prompt service under trying conditions and is still wondering how our man got through.

The past winter has been an exceptionally hard one even for Canada, and Imperial Oil Limited tank drivers have good reason to be proud of their ability to get through under no matter what difficulties have to be faced. It is in a large measure due to their

Imperial Service Goes Steadily On
All Through the Winter, Imperial Tank Drivers Keep Up Supplies

Nostalgia is not a picture of an accident but just one of those annoying mishaps that have to be faced by our motor tank truck drivers during the long winter months.

This is motor tank truck No. 1999 attached to the Hamilton Station and in charge of Driver R. Hammond, who was making his rounds through Bartonville, loaded with six hundred gallons of Imperial Royalite Coal Oil, found it necessary to take a truck which had gone through an open field, the regular road being closed with snow. Without any warning whatever the tank truck skidded on the loose snow and settled as you see in an old creel, which was completely hidden by several feet of snow.

"After the No. 1999 Skidded"

(Continued from page 3) Imports of considerable quantities of heavy gravity oil from Mexico, which crude yields a small percentage of light products, but which is principally used to meet the fuel oil consumption of the continent.

In 1919 Mexico supplied 150,000,000 barrels of this heavy gravity oil, but the measure of relief from this source was threatened in that year by the intrusion of salt water in what had been the most prolific of the Mexican producers, and the suspension by President Carranza of the work of drilling new wells to replace them. Since then the Mexican government has partially lifted its embargo on drilling operations by specifying its willingness to issue temporary drilling permits, but the situation in respect to the present and future supplies of crude oil, both domestic and foreign, for Canadian refineries, sufficiently explains the present high price of crude, as well as the necessity of the advance in the price of gasoline.
Do You Know?

Do you realize the degree to which motor-power is replacing and supplementing horse-power on modern farms? There are more than 25,000 tractors already in operation in Canada. Authorities tell us that another 10,000 tractors will be purchased this year. There are 33 tractor manufacturers doing business in Canada to-day. In the Prairie Provinces there is one tractor for every 125 farms.

Do you know that there were 344,190 cars in Canada in 1919? Approximately 60,000 cars are coming into Canada this year. The average annual consumption of a car is about 5 barrels of fuel oil and about 1/3 of a barrel of lubricating oil.

More than 137,000,000 gallons of gasoline were used in Canada last year. More than 90 per cent of the gasoline consumed was Imperial Premium gasoline. It is estimated that more than $20,000,000 will be spent during 1920 for gasoline. The consumption of lubricants is correspondingly great and over 60 per cent of the lubricants used are Imperial lubricants.

Do you know that statistics show that there were 34,934 factories in Canada in 1917, and that 13,680 factories were built in two years? Every factory requires lubricating oils and many derive their power from fuel oil.

Canada's Great Future

Do you know that there are some 43,000,000 acres of tillable land in Canada and that approximately only 4,000,000 of these acres are now under cultivation; that there is now a big migration towards Canada's farms and that there will be more acres under tillage in 1920 than ever before?

Consider all the fuel oil and the lubricants required simply to plough the 34,000,000 acres of land now under tillage. Figure the tremendous gallonage that will be demanded by Canada in future years when more of her 440,000,000 acres of land are brought under cultivation. If these facts mean anything, they point the way to the glorious future for Imperial Oil Limited.

Every method of transportation from the rammbant to the ocean liner, every factory plant, big or small, every mine, every mill, every farm and every Canadian home is increasing the demand for Imperial Oil products.

Imperial Service Keeps Pace

Do you know that our five modern and complete refineries are so located that they are able to keep in direct contact with the world's supply of the best crudes? They have every advantage of transportation by land or sea.

Do you know that more than 1,100 Imperial bulk distribution stations dot the Dominion from coast to coast and that there are Imperial dealers in every city, town and hamlet in Canada? Do you know that more than 100 bulk distribution stations are to be erected this year? Do you know that Imperial tank-cars in 1919 travelled approximately 20,000,000 miles in their work of distribution and that many additional tank-cars are to be employed this year? More salesmen are also to be sent out to render personal service to Imperial Oil customers; more tank-wagon delivery routes are to be established and a greater number of filling stations equipped.

Imperial Oil Service is keeping pace with the increasing demand for Imperial products. Imperial distribution systems reach even to the consumer's door. It has not been and may not be always easy, but with a thorough knowledge and understanding of our work and with the full cooperation that every member of our Organization can be relied upon to give, every demand for Imperial products will be met.

Do you know that Imperial products are the standards of quality by which others are judged? Do you know that everyone in the Imperial Oil Organization helps to create and maintain these standards? We are all links in the Imperial Oil Service chain. We have an honorable part to play in upholding the name and reputation of our Company and its products.

What We Know Counts

Do you know that our enthusiasm and self-confidence spring from knowledge; knowledge of ourselves, our work and our opportunities? Knowledge is the torch-bearer to progress.

It is what we know that fires the latent spark of ambition within us, that opens our eyes to the field of our opportunities, that calls to action the power to do locked up within our bodies and our brains. When we know our work and our Company—when we realize what an important factor Imperial Oil Limited is in Canada's growth and prosperity, we will all possess that pride and loyalty which gives us the courage and assurance, faith and enthusiasm which mean full and complete success.
Practise Economy---Encourage It

The demand is growing so much faster than the supply that each year it becomes increasingly difficult to produce the petroleum products required for power, heat, light and lubrication.

Great as this demand is, every real need for Imperial Oil products will be met, but Canada's industries and Canada's crops must come first. That these may be adequately supplied, extravagant and unreasonable use of gasoline and refined oil must be discouraged.

We should practise rigid economy ourselves and put forth every effort to induce others to pattern our example. Waste not! Adjust your carburetor. Do not let your motor run idly. Dispense with unnecessary trips and save needless miles. Lead the way for all Canada to follow—the way that leads to economy and plenty.

As members of Imperial Oil Limited, it is our duty to promote increased efficiency and to decrease waste in the use of petroleum products so that power to till Canada's farms—power to transport food and supplies—power to turn every one of Canada's industrial wheels may be supplied.