COURAGE AND CONFIDENCE

Mr. C. O. Stillman, President, occupied the chair at the annual meeting of Imperial Oil, Limited, held at the executive offices of the company on Thursday, 20th January. Proceedings were more or less formal, chief interest being manifested in the statement submitted by Mr. Stillman of the company’s record for the past year which we have much pleasure in offering to our readers.

The country has been eminently satisfactory. In spite of the fact that the gigantic task of harvesting the western crops imposes an abrupt and pronounced peak in the company’s output in that section, the great volume of deliveries which occurred within a comparatively brief period, was accomplished without a single farmer being occasioned loss by lack of our services in this most precarious season. To accomplish this year by year, however, it is necessary to carry extensive storage and transportation facilities which are without commensurate earning power during the remainder of the year. In view of the larger consumption of their products in 1927, the earnings of petroleum companies on this continent generally, and particularly those engaged in the production and refining of crude, would have been more satisfactory but for the condition of semi-demoralization which exists in the dominating crude markets of the United States. When a decade ago the amazing development of the automobile was foreseen and a scarcity of motor fuel was threatened the inventive minds of the petroleum industry on this continent were focused upon every means for the increased production of crude and the manufacture of petroleum products in an effort to bring about economies and increase the supply. As a result of such research the science of petroleum geology made rapid strides. Thus the discovery of new oil fields has been hastened and made less a matter of chance, and the production of crude has been suddenly and somewhat unexpectedly accelerated. An invention known as the “gas-lift” so stimulates the flow of crude as to increase materially the surplus above ground.

In the refining branch of the industry many improvements have been made upon the process known as “cracking,” not only increasing the yield of gasoline from a given amount of crude, but notably improving its value as a fuel for the more efficient and economical operation of motors.

While of transcendent importance for the future, the advances that have been made in the production and refining of crude have obscured a large consuming market. They have, however, been counteracted by the increasing demands of the consuming markets. The demand for crude oil is so large that the production of crude oil has been replaced by new processes.
The production of crude in the United States during 1927 approached or reached 140,000,000 barrels more than the quantity produced in 1926. The gain in consumption, 47,000,000 barrels, did not keep pace with the increased production, which will require to be stored and with the surplus of 330,000,000 barrels imported in the United States at the beginning of 1928. Reserves appear more than in that country at the close of the year were in the neighborhood of 596,000,000 barrels. In addition there are extensive oil bearing areas which, by reason of price and production conditions, are shut in but which will augment the existing supply whenever conditions warrant. The production possibilities of this shut-in acreage in the United States are added to the actual supplies from wells, imports, etc., it may be estimated that the average daily supply of crude in that country increased from 2,828,000 barrels a day in January to 3,417,000 barrels a day in December 1927. South American countries are contributing in increasing extent to the supplies of crude available for this country, and an export, and present indications are that the condition of the overproduction is unlikely to be maintained for an indefinite period.

Under the laws of the United States it is not within the power of refiners to stop crudes of crude to act in concert and regulate the pursuit of their activities during periods of over-production. As a result, a method of controlling the production of crude in the United States, as well as the marketing of crude, has been adopted. Mr. C. O. Stillman, as compensation from the low prices of crude. Three-fifths of the cost of gasoline is represented by manufacturing, transportation and marketing charges which, except to the extent that they may be affected by economies of operation, are in the nature of fixed charges. In addition, the production of petroleum products has followed a continued annual surplus of crude in the United States has effected a gen- nally downward trend of prices, which has mitigated against profits comparable to those of many other branches of industry, as reflected in the marketing departments of its own business. In general, it may be said that the low price of petroleum products have allowed refineries to obtain little.

Notwithstanding this increased competition Imperial Oil, Limited, has secured one of the largest gains in output of its products in its history. The percentage of its in- crease in output which has exceeded the percentage of increase in dubbing capacity is the great volume of the gains reached. Other factors, such as prices and marketing conditions, also bear upon conditions which have contributed to the increase in production of the Royalite No. 4 well, which has made an unprecedented contribution to the country's aggregate output of petroleum. In 1924 approximately 2,500 wells were in operation throughout the Dominion—and in Ontario—in production of 100,773 barrels of crude. The Royalite No. 4 approaches an average of 2,009 barrels of crude for the year. The Royalite No. 4 affords a striking comparison with this figure. In 1923 the well produced 168,722 barrels; in 1924, 200,469 barrels; and in 1927, 217,362 barrels, which represented roughly some 35 per cent. of the entire Canadian production over that period.

The Royalite product is crude oil from the Beverly pool, commanding a high price. It is a very much sought article, and its high reputation has been reflected in the price and sales for this product, which are in good demand and have been maintained at a high level for some time. The production of crude oil from the Beverly pool has been steadily increasing and has reached a new high point in recent months. The Beverly pool is located in the Devonian formation, which is known for its excellent oil-bearing properties. The pool is characterized by high-quality, low-sulfur oil that is in great demand in the industry. In addition to the Beverly pool, the company has other productive pools in the area, which together contribute to its overall production levels.

During the late 1920s, the company experienced a period of expansion and growth, driven by the increasing demand for oil products and the need to meet increasing market demands. The company's strategy was to focus on expanding its production capacity and improving the efficiency of its operations. This led to investments in new technology, improvements in drilling techniques, and expansion of exploration efforts. The company's commitment to innovation and efficiency allowed it to maintain its competitive edge in the rapidly growing oil industry.

As the industry matured, the company continued to adapt to changing market conditions. The company recognized the importance of diversifying its product offerings to meet the evolving needs of consumers. In addition to crude oil, the company produced various petroleum products such as gasoline and kerosene, which were in high demand at the time. These products were marketed through a network of distributors and dealers, ensuring a broad reach of the company's products across the region.

The company's success in the 1920s laid the foundation for its future growth and success. The company's ability to adapt to market changes and maintain a focus on innovation and efficiency allowed it to navigate the challenges of the oil industry and emerge as a leading player. The company's commitment to sustainability and responsible business practices also set it apart, becoming a model for other companies in the industry.

In conclusion, the company's achievements in the 1920s demonstrate its capabilities as a leader in the oil industry. The company's strategic decisions, operational efficiency, and commitment to innovation and sustainability contributed to its growth and success. The company's story serves as an inspiration for future generations of oil companies as they strive to navigate the complexities of the industry and adapt to the ever-changing market conditions.
500 acres, the major portion of which is under rental from the Crown. The field of operations of the International Petroleum Company, as has been pointed out, has many interesting features. The value of these activities in supervising the crops that are grown under the supervision of experts, in the matter of advice and other services, is well above the cost. The Company has had in the field for 272. Production for 1926 was 6,471,700 barrels, of which 6,471,700 barrels were sold, 6,471,700 barrels less 13,451,315 barrels, a total of 9,972,455 barrels, all of which were shipped to Canadian, American and foreign markets.

The gasoline plant at El Centro has produced approximately 321,700 gallons. Sales of refined products in Colombia increased 62.3% in 1926, and the indications are that 1925 will be equal or better. The capacity of the Barranca-Bermeja refinery is increased to 6,500 barrels daily by the addition of modern equipment, and several new tank stations are being erected. To handle the increased deliveries the Company's new river boats have been augmented by a high-powered steamer and six barges, and for the first time in the history of the Company, dry docks have been provided to a total of six dry docks and 17 cargo barges for the benefit of our Colombian customers.

In Peru the International Petroleum Company had 4,345 barrels (of which 500 were gas) in production at the end of 1926, which had been drilled in the Llura y Pachacámarca region. During 1926 a total of 150 wells were drilled on the concession, of which 150 were gas wells, 2 being dry holes and 7 abandoned wells. The Company is drilling on the San Luis, 22 on the Lluru and 61 on the other concessions.

The average initial production of these wells was 1,139 barrels per day, of which 1,139 barrels were over 1,000 barrels and the largest individual well was No. 173 on the Lluru, with an initial production of over 5,000 barrels daily.

The total drilling footage for the year was 219,135 feet and 22 strings of tools are in operation. The year's progress has, therefore, increased the number of producing wells in the field to 272. Production for 1926 was 6,471,700 barrels, of which 6,471,700 barrels were sold, 6,471,700 barrels less 13,451,315 barrels, a total of 9,972,455 barrels, all of which were shipped to Canadian, American and foreign markets.

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for a human is almost incredible. It is impossible even to ride along the trails without brushing off onto stirrups and boots myriads of these vermin, which creep all over the mass and bear the stench of a few minutes. To attempt to walk or push one’s way through the long grass is to become a living mass of ticks in all sizes, from an eighth of an inch down to a pin point, they swarm in every direction, sticking on every part of exposed flesh and creeping under the most tighly drawn collars and belts. Once well embedded nothing but time will heal the irritation set up, for these little pests bury their heads in the skin and when their body is at last dislodged the head remains to foster. Iodine, ointments, kerosene, garlic, tobacco juice (a native suggestion), sulphur and cresote are all equally unavailing.

This base of origin took a month to complete. The peons refused to work after one day’s trial of the tick infested grass and a continual stream of labors less had to be taken. The cows, naturally in a state of perpetual irritation, looked about for some new thing as placed for their special benefit and went down to scratch against them, so that every one had to be guarded after it was left, almost hanging in every bunch. When all was ready the ranch owners suddenly turned hostile and informed us the work would have to be started anew. Having pacified the landlords the difficulties were finally solved by splitting the line into three sections and sending, right to left, backwards, the huts in the late afternoon, building little fences and posting sentries at each limb until it was dark and then starting about 10:30 p.m. to measure, check and recheck and building a strong fence around the last hut of the section before dawn; then on the following days abandoning the previous section and repeating the process with the next. The measuring had to be done at night, as only a steel tape was available at the time and the temperature during the day ranged between 95 and 120 degrees F. in the sun, though keeping very steady at about 75 degrees F. from 10 p.m. to till sunrise.

I thought I had suffered the whole gamut of parasitic horrors with the lice of the war time trenches, the vermin of Turkish barracks in Palestine and the mosquito and black fly of Northern Canada, but these preliminary experiences were mild to the torture of that month on the Indus base, the days of sweat and irritation being followed by nights of scratching and sleeplessness. The concentration that the actual measuring thus called for seemed to have had the effect of getting tickless and better result than might have been expected even with peaceful conditions; for when a check base was measured about thirty miles away there was no change in the tick population, and bounces back after making the necessary nets. Trees stop with a white poisonous sap which splashes out and temporally blinds an axeman unlucky enough to get a drop in his eye. Trees, perhaps, haps of six foot diameter, whose entire trunk surface is covered with inch long spikes of hard and needle-like sharpness. Then, no matter how simple the chopping may appear from below, the tops are invariably intertangled by vast ropes and nettles which make any sure prediction of falling impossible. Often I have seen a huge tree start falling and where it has been tilted over thirty degrees, suddenly twist on the strain from some concealed vine and reach the ground at right angles to its original direction of fall.

To large and inevitable a part does this vine intertwining play that in clearing a hill top it can be turned to good use and be made to reduce the labour of chopping. The axmen go low down below the base of the hill and work upwards, cutting one half way through the larger trees, then coming to the top of the rise they will select one heavily beared old patriarch and chop it right through, with the result that his fall starts a perfect avalanche of trees, snapping the half cut ones and crushing the small un touched ones, to the accompaniment of an incredible cracking and splintering. These vines or “bejucas” easily form the outstading feature of a jungle. They are the vines, the largest in the Colombian woods; wherever one looks there is a large vine running round the trunk of the trees; forming networks entwined in the branches; or spreading their leafy masses or dangling untidily in groups and giving the impression of being deliberately and carelessly thrown over some unfinished building. They are responsible for much of the ins.piring damage that goes on ceaselessly in the jungle, as they eventually lay low the great trees which have supported them so long. Bejucas are literally not much else than long suction pumps; so much so that the larger type is actually sought and used by many Indians, who by cutting a mere three foot section and blowing some of the sticky but good cool water in about two minutes. After heavy rain the water is specially sucked up along the great length of bejucia and thus possibly several tons will be sudenly added to the weight hanging to the upper limbs of the tree, finally causing it to break. During the wet season im. medium, the weight of this may cause the great trees to crack and the depths of the forest thus daily signal the final defeat of some ancient nobleman.

This unexpected toppling over of huge trees makes the work of keeping open the jungle trails a task of Sisyphus. What may have started as a well located trail in a few seasons becomes only a track of a dozen detours round immense trunks—to say nothing of other encrusting vegetation which may blot it out entirely from view. From start to finish the subject of trails is fought with the utmost sweat and labor. A reminiscence of the 1927 season I found myself and a companion, the day before, standing on the rough fifty miles square through which but one trail had been cut and that unused for the four years since G. C. Britton had cut it and another off the side of the road through the concession. No reconnaissance or station locations could be attempted till some scheme of trails had been opened up, and this was the only one which in the main worked very well. I would go ahead armed with compass and machete and locate...
LEAVING THE ST. LAWRENCE

By CAPTAIN A. G. CAMERON, S.S. Albertina

MUCH regret is felt by men who go down to the tea in Montreal to see the seaport of the St. Lawrence around annually to make the last deliveries up the St. Lawrence. A few impressions centered in the minds of sailors leaving this locality are as follows:

With the close co-operation and efficiency of the shore staff at Montreal East Refineries, the S.S. Albertina's last cargo of the season, 12,000 tons, was delivered in the record time of sixteen hours and thirty-five minutes.

MONTREAL November the sixth the harbour of Montreal was alive with shipping, mostly waiting their turn to load grain, registered from nearly every country in the world. The great Canadian Meteoropil had broken all records for grain loading, and how proud we felt as Canadians to be able to help in our own small way to bring Canada to the front.

It was 5.00 p.m. when the ship headed down stream to commence her long voyage to South America. As we looked back the great cross on Mount Royal seemed to illumanate the match and physically, becomes almost unbreakable. Sitting in the lounge of the Fournier with the bright fire at my back and the topographical monument at the water front, it brings back reminiscences of the concentrated fact in with the Topographical being in the same general style of the same stone as that of the monument in Canada to that of the heroic Madeleine. The history of Quebec and the valiant deeds of its navymen with the heroic Madeleine Vacherel, to whom the monument is dedicated, adds to the solemnity of the ceremony.

QUEBEC BRIDGE - November the seventh at 3.30 a.m. we passed the historic Quebec Bridge. How many nights have we met the great bridge that the year the temperature is always at baking point. There are never many people for, as soon as the passengers under this massive structure it becomes cold. The bridge is almost as lofty as the ship's masts seem just to clear. It is good that we pass quickly on, lest our thoughts go back to the building of it and the tragedy that our next port of call is in far off South America. We are bound for Cartagena, Colombia.

QUEBEC - As we near the historical old city, the pilot asks for "Stand by" on the engine room telegraph, when this is acknowledged.

In the picture, the Albertina is seen rounding the tip of the famous Cap Galavin, an excellent breakwater for the ship. The Albertina is a large steamer with a steerable bow, and is fitted with a large number of lifeboats. She is a fine ship, with a large amount of coal on board, and is well fitted for the voyage to South America.
MR. P. F. SINCLAIR, the genial head of our Annuities and Benefits Department, needs no introduction to the majority of our readers in Canada, his duties taking him from coast to coast and bringing him into touch with Imperial workers at all our large centres of activity.

As, however, the boy is father of the man, even those who know "P. F." well may appreciate a peep behind the curtain of time into his early days, and those who have yet to enjoy the pleasure of meeting him may learn from this brief sketch something of the material which Imperial Oil builds into its organization.

Peter Frederick Sinclair was born in the village of Melbourne, West Middlesex, Ontario, on the Longwood’s Road, the old military road connecting Hamilton and Windsor, over which the stage ran in the early days.

Born of Dr. Daniel Archibald Sinclair and Adelina Miller, there was, therefore, Highland Scots and United Empire Loyalist blood in the family. The old rookery still stands on the same spot and houses another physician who succeeded his father in the practice. For over 30 years it has been the place where men and women, Indians and squaws, have come for healing and help. Almost everybody in the surrounding neighborhood has had a meal in the house which is truly "A house by the side of the road."

His early days were spent in holding up a huge umbrella to protect his father as he drove north, east, west and south on his errands of mercy and healing. Loudon was the "great city" of Peter’s boyhood, as that was the place where Barnum showed him "Jumbo," who was accidentally killed in the neighboring city of St. Thomas.

In 1895, along with Premier King, "Tom" Greenwood and "Billy" Tucker. In 1899 he secured his M.A. degree, but perhaps the highest distinction of his university career was that he captained the Championship Varsity Association Team. After a Theological Course in Knox College, Toronto, Mr. Sinclair graduated from Princeton Seminary in 1899; and was ordained and inducted by the Presbytery of Lindsay in 1900. He was minister of St. Andrew’s Presbyterian Church, Sonty, for a period of six years, and was then called to be colleague and assistant to Professor J. W. MacMillan, St. Andrew’s Presbyterian Church, Winnipeg.

As minister of North Broadview Presbyterian Church, Toronto, he worked like a Trojan to build up a congregation in what was then a struggling suburb of the city, resigning that charge to spend 1914 and part of 1915 in the Old Country. Returning to Canada, he further pursued studies in Sociology at Columbia, N.Y. and was afterwards colleague in Emmanuel Presbyterian Church, Toronto, from which charge he retired in July, 1920, to accept a position with our Company as Rev. Mr. P. F. Sinclair

After attending School Section No. 3 Ekfrid and Strathroy College, under the Principalship of J. F. Wetherell, who is now resident in Toronto, he matriculated into Toronto University, taking first-class honors in Philosophy: Psychology, etc., and graduating in the celebrated class of

Dr. Strachan’s successor. Bringing to his new duties a wide knowledge of men and with a background of service to his fellows instilled into him by example and precept from his earliest youth, P. F. Sinclair has adorned his important post in our organization with every social and moral virtue.
ELECTED and SELECTED DELEGATES - JOINT INDUSTRIAL COUNCILS
MANUFACTURING DEPARTMENT

MONTREAL—Top Row, Left to Right: Alex. Park, A. Backhouse, J. Christen.
Third Row: Alex. Morin, G. Robertson, Fred. Gilliam, A. Backhouse, C. Hume,
F. F. Bower.
Bottom Row: D. J. Speers, C. M. MacLachlan, F. C. McPherson, Chairman.

Sturtevant, (back), L. A. Hart. Third Row, right to left: J. A. Brown, James
Sellers, Geo. McDonald, H. W. Stevenson.

BRIGGS—Top Row, Left to Right: J. McLean, H. C. Craig, J. White, C.
Wood, Geo. Leach, Chairman, C. P. Moore, J. W. Stamp, H. Green.

CALGARY—Front Row, starting from the left: William Bradley, Fred.
Shapland from left: W. P. Connelly, William Bower, A. Young. Middle Row,
the left: F. McKeown, Ross Johnston, A. Helfer, Robert Dunlop, Fred.

SAKIMA—Top Row, Left to Right: W. L. Fitch, H. Galbraith, J. V. Taylor, J.
D. Bradley, H. W. Bell, C. Gray, J. E. Smith, W. Gilchrist, A. Van
Koott, W. Woodhouse, A. Boudreau, T. McKee, J. R. Elder, T. Montgomery,
C. B. Fossey, Chairman, G. L. Blackmore, C. F. Blake, T. Whittaker, M.

DOUGLAS—Top Row, Left to Right, B. Dyke, W. Fairley, H. McInnes, G. Martin, J. Blacklock (back), A.
J. Fraser, R. J. Cameron, M. W. Southey, Chairman, C. D. Grant, W. Walker.
ANNUITIES AND BENEFITS STATISTICS FOR 1927

The personnel of the Annuities and Benefit Department continued to show a reduction during the past year. As in previous years, the number of retired employees, both active and on leave, increased in March and April of each year, and then declined. This trend was repeated in 1927, with a slight increase in November and December.

JOINT INDUSTRIAL COUNCILS—The elections to the 1927 Joint Industrial Councils were held with a heavy vote being polled. On the following pages are shown the results of the 1927 Elections for the Industrial Councils being held in various six referendums and ten marketing councils. During the year 1927, seventy-two referendums were held, and various Councils and 211 matters were discussed and favorably decided upon as follows:

<table>
<thead>
<tr>
<th>Committee</th>
<th>1926</th>
<th>1927</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>64%</td>
<td>67%</td>
</tr>
<tr>
<td>Working conditions</td>
<td>57%</td>
<td>58%</td>
</tr>
<tr>
<td>Promotions and salaries</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>Hours of work</td>
<td>72%</td>
<td>73%</td>
</tr>
<tr>
<td>Industrial</td>
<td>54%</td>
<td>55%</td>
</tr>
<tr>
<td>Police, housing and social services</td>
<td>61%</td>
<td>62%</td>
</tr>
<tr>
<td>Safety</td>
<td>66%</td>
<td>67%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>57%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Montreal Refinery—Out of 439 eligible employees, 248 employees exercised their right. By divisions, the vote was as follows:

<table>
<thead>
<tr>
<th>Division</th>
<th>1926</th>
<th>1927</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>62%</td>
<td>66%</td>
</tr>
<tr>
<td>2</td>
<td>43%</td>
<td>45%</td>
</tr>
<tr>
<td>3</td>
<td>77%</td>
<td>75%</td>
</tr>
<tr>
<td>4</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>5</td>
<td>48%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Sarnia Refinery—Out of 65 employees, 62 employees exercised their right. By divisions, the vote was as follows:

<table>
<thead>
<tr>
<th>Division</th>
<th>1926</th>
<th>1927</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>72%</td>
<td>75%</td>
</tr>
<tr>
<td>2</td>
<td>55%</td>
<td>54%</td>
</tr>
<tr>
<td>3</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>93%</td>
<td>95%</td>
</tr>
<tr>
<td>5</td>
<td>48%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Several ballots were spoiled in this election on account of employees voting more than once, and in some cases in the same department, or a candidate in other than their own division. The results of the election showed that there were no candidates in the same department, and that the same candidate in other than their own division. The results of the election showed that there were no candidates in the same department, and that the same candidate in other than their own division.

Termination Notices—All insured employees who terminated service during the calendar year were included under this heading. We had 6,496 terminations, showing an increase of eleven over 1926. The death benefits cancelled, owing to the termination of the beneficiaries, amounted to $401,800.

Mr. Salter, Chairman, states that many matters dealing with safety and working conditions were brought to the attention of the members of the Council during the past year and taken care of to the best of their ability.

The meeting was held on December 19th, and the voting was as follows:

<table>
<thead>
<tr>
<th>Division</th>
<th>1927</th>
<th>1928</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>95%</td>
<td>97%</td>
</tr>
<tr>
<td>2</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>3</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>4</td>
<td>45%</td>
<td>46%</td>
</tr>
</tbody>
</table>

At the last meeting of the Council, Mr. Moore had the following to say:

"I am personally grateful for the consideration given the chairman of this Council, and I sincerely hope that the next Council will be able to work on the duties brought into front of them and in good and able a manner as this Council has done during 1927. It has certainly been a pleasure to take up whatever matters of business have come to us. We happen to be in the happy position where sometimes we are practically without any individual or department in regard to operating conditions."
JOINT COUNCILS - MARKETING DIVISIONS


NEW BRUNSWICK—Standing, left to right: S. R. Smith, G. J. Bennett, F. T. Greaves. Sitting: C. R. Baxter, F. V. Thompson, J. A. Boyd, Chairman; D. T. Cunningham.

JOINT COUNCILS—MARKETING DIVISIONS

VANCOUVER—Back row, left to right: Mr. H. Nighswander, Mr. G. D. Scott, Mr. A. Hughson, Mr. C. M. Clagget, Front row, left to right: Mr. G. Deviserter, Mr. M. J. McIvor, Mr. C. H. Holdom (Chairman), Mr. H. Hendry, Mr. Frank Key.


QUEBEC—Left to Right: J. Forder, A. Fleet, John Laird, Chairman; A. Lacroix, H. Kerr.

INASMUCH

THE following extracts from letters received are conclusive proof, if any were needed, that Imperial Oil employees appreciate what our company is doing in alleviating suffering and want in every walk of the employees' lives.

"You have helped me during this year of 1927 more than any man could ever expect from any company, and if I am not yet able to work it is certainly not because you have neglected me, but because it takes a long time to cure fungus. I am doing my best to improve my condition and I am very sorry to see that you are ill.

"I must thank you very much, Gentlemen, for the great help you have given me, and again I hope and wish you the Imperial Oil Limited, the best of luck."

Just a line of appreciation of the kind and sympathetic treatment accorded me by yourself and the marketing department during my illness.

"I also feel indebted to the directors of this company for their generosity to me and I feel that through this additional responsibility has been placed upon me.

"You will no doubt think me very ungrateful for not having acknowledged receipt of your insurance check sent me.

"Since my husband's death I have been living with my daughter in the United States, and my son was depositing the checks to my account here at a surprise when I returned. It was indeed a very agreeable surprise to receive such a gracious recognition of my husband's services, and I cannot express my thanks too sincerely for your kindness and thoughtfulness.

"Wishing your Company continued success, I remain,

"I wish to extend my very sincere thanks to you and the Imperial Oil Limited, for your kindness to me during my recent illness.

"In regards to the holiday and also my wages carried on, it was indeed very much appreciated by myself and family.

"For all this encouragement I am greatly indebted to the good and just organization I work for.

"I am glad to report feeling fine again, and back on duty."

"You will be glad to know how very much Imperial Oil employees appreciate the privileges they enjoy especially during the days of sickness and sometimes anxious waiting for health restoration and I am more than pleased to report an attitude of real gratitude for kindness shown and extended."

"In connection with the loss of my dear husband—a member of the staff of your Office, I wish to thank you on behalf of myself and my family for the considerate and generous treatment that has been extended to us at this time.

"The pay-roll cheques which you authorized during my absence were an act of kindness on your part.

"This beautiful challenge Cup was presented to the Northern Petroleum Oil Camps by the Imperial Oil Limited, for annual competition between teams representing Lobitos, Talara and Negritos.

"At a joint meeting of representatives of the three camps and Mr. R. S. Webber of the Imperial Oil Corporation, the rules governing the competition were decided upon, the maximum number of points obtained from the various events being 66. The final reckoning showed Negritos with 48, Lobitos with 39 and Talara with 12 points.

"The team representing Negritos was as follows:—Messrs. Howard, Hartson, Houston, Heard, Iddings, Jones, Rundman, Cameron, White, Brake, Miss Croft, Mrs. Self, Mrs. Gilbert and Mrs. Brodgon.

"In every line of sport it is noticed that the club or team which combines better in team-play is usually the victor, and so it was in this case. A great deal of credit must go to Team Manager Baird, who instilled in his players the spirit of "team first—the individual second", and it must be said that the team supported their manager to the "nth" degree. When he said "practice to-night", there were no allibis forthcoming, the players practiced. Yes, verily, it was the proverbial happy family that went into this tournament, which lasted over three Sundays, with a determination to win.

"So apparent was team spirit in Negritos play, that it is difficult to pick out any outstanding players. Of course in all tennis tournaments, great interest is taken in the Men's Singles matches. In so far as the men's singles representative of each club could win or lose six points on each of the three days of play, greater interest than usual was shown by the spectators—and they were amply repaid.

"Every time E. F. Howard of Negritos and C. A. Clatson of Lobitos met, there was sure to be a battle that was thrilling to watch. Often times the ball would go over the net fifteen and twenty times in a few minutes, but in the end, the Negro player was returned victor, and Howard turned in the remarkable record of losing only one possible eight points on the three days' play.

S. T. Hartney and K. H. Houston, who represented Negritos in the Men's Doubles on the second and last Sundays, also deserve praise as they did not lose a set in twelve played. However, victory did not come easily to them in all cases—probably the most hard-fought and brilliantly played sets of the tournament were their first two against Bayzand and McLaren of Lobitos in Talara on the second day of play—the ultimate scores (11-9 and 8-6) which indicate a bitterly fought battle it was. A. Iddings and Mrs. H. R. Bulmer were a shining example of how a win will come with the team of Lobitos coming out victorious over seemingly unconquerable odds. Twice they were down two games to five—but they were only down, not out—and in the end did not lose a set in the two days that they played.

Mrs. M. Murphy, who represented Talara in the Ladies' Singles also deserves mention as she was returned winner in every one of the two sets in which she played the over the Sundays.

And so Negritos players were the victors of the Imperial Oil Review. This is but a small titbit of the persistent work over the weeks of practice grind. However, they are not content with resting on their laurels but are already planning for next year, when they hope to again win the right to retain the much cherished trophy.
"HERE AND THERE"

FORT WILLIAM

A PLEASANT surprise awaited Mr. W. J. Harris on December 23rd last, when he was presented with a handsome smoking set in recognition of his long term of service as Agent at Fort William, Ont.

The gift was a token of esteem and affection from the Office Staff and Heads of Departments, built up through many years of close contact and sympathetic understanding of the needs of the men. The token, coming as it did on his recovery from a serious operation and at the season of the year when gifts are offered with unsullied purpose, was a genuine tribute to the esteem in which he is held by the employees under his jurisdiction.

Miss Corinne Cochrane made the presentation and Mr. J. W. W. Mackereth, on behalf of the Staff, expressed pleasure at seeing Mr. Harris in his familiar chair once again.

Mr. Harris in a few well chosen remarks thanked the Staff for their tangible manifestation of goodwill—"He had," he said, "experienced many other expressions of their loyalty and affection during his illness, and felt happy in the thought that he had won such a place in their regard."

Mr. Harris has been Agent at Fort William for nearly twenty years and his many friends rejoice at his recovery from a critical illness.

MONTREAL:

Mr. S. Williams sends us a peep in praise of the Winterset Winter at Montreal East Refinery.

While England was suffering from blizzards and sunny Italy was persisting with cold, Montreal was experiencing the mildest winter in recent history. They tell a story of a Norwegian skiing expert who came across the Atlantic in search of his favorite sport and landed at New York only to find that men were still walking the streets in their fall overcoats. Trekking farther north to Lake Placid he found very few signs of winter there either. This was discouraging, but the people of John Placid told him that surely in Montreal, the very heart of "Our Lady of the Snows," he would find snow and ice in such large quantities as to give him enough skiing for the rest of his life. You can imagine his state of mind when he arrived at Windsor Station only to find it raining and not a vestige of snow in sight. They say he took the next boat back to Norway and there we may expect to find him corresponding with Kipling and requesting him to revise his impressions of the Canadian climate.

One of the most notable effects of the mild weather, which has taken the form of a series of lulls, is that the St. Lawrence River has risen to unusual heights. The community adjacent to Montreal East is Pointe-aux-Trembles. Both Montreal East and Pointe-aux-Trembles have handsome concrete docks which are used from time to time to embark and disembark river boat passengers. On top of the Montreal East dock is a pile of coal, of which only a few feet now show above the water of the St. Lawrence, and mark the location of this fine municipal structure. In Pointe-aux-Trembles a group of very old old-timers were seen collecting a mound around the site of their pier which was completely submerged. They all declared with one voice that they had never before seen this phenomenon either in the fall or winter.

As regards our own Refinery: on January 14th the water level was only eighteen inches below the top of the dock. There is considerable conjecture as to when, if ever, the St. Lawrence will freeze over in front of the Refinery; so far it has surpassed all the forecasts of our weather prophets. The only circumstance similar to this was twenty-three years ago when on January 19th ferry-boats were still in service. Present indications are that in this respect, at any rate, 1928 will set up a new REGINA:

"There comes to us from the "bald-headed prairie" news of an innovation at the Regina Refinery where the Foremen, representing every Department, including the office and engineers, meet at 8:00 p.m. on the first Monday of every month to discuss matters connected with the Plant. This enables each one to get the other fellow's viewpoint and, as in a multitude of counsellors there is safety, a way is always suggested for the elimination of existing or threatened trouble. On occasion the Foremen are addressed on subjects connected with the oil industry, and recently they had the pleasure of listening to Charlie Baskin from Montreal, who discoursed on asphalt.

SARNIA:

The Trustees of the Second Cooperative Investment Trust notified all participants that, following a communication from the Board of Directors of Imperial Oil, Limited, the price of $3.00 per share will apply on all purchases of stock throughout the year 1928.

TORONTO

"A further considerable increase has occurred during the year in the number of stockholders, every province showing a gain in individual investment holdings in the business. In addition, the stock ownership of the company in Canada has been materially increased by the acquisition by the Sun Life Assurance Company of Canada of a large block of shares, and this policy has been followed in lesser degree by several other Canadian corporations. Shareholders who are employees of agents, numbered at the close of the year 4,929, and the average deposits in the Second Cooperative Investment Trust for the purpose of the purchase of these shares was nine per cent higher, compared with 1927.

"The Board again wishes to assure the shareholders that they are being loyally and efficiently served by the personnel of the entire organization throughout this country and South America, and it believes that the personnel has done much in the past year to enhance the prestige of the company."—Extract from Mr. Stillman's Annual Report.

MARINE CONSTRUCTION PROGRAMME DRAWING TO A CLOSE

WITH delivery in October next at Haverton Hill-on-Tees, England, of the last of four modern tankers, the extensive marine construction programme inaugurated in 1926 by Imperial Oil, Limited, and International Petroleum, Limited, will draw to a close.

Two of the new ships are scheduled to go into service in the Peruvian and Colombian trades early this year. They are the "C. O. Stillman" of the International Fleet and the "Victorite" which flies the Imperial house flag. Particular interest attaches to the "C. O. Stillman" which was launched on November 24th with Mrs. C. O. Stillman acting as sponsor, and Mr. Stillman a keenly interested member of the official party assembled for the event. The "C. O. Stillman" has the great distinction of being the largest tanker afloat. With an overall length of 586 feet, a breadth of 75 feet 4 inches and a depth of 44 feet, 6 inches, she is an unusually impressive vessel and one upon which the International Petroleum house flag will proudly fly. She carries 21,350 tons deadweight.
on a salt water draught of 31 feet. Two six-cylinder Diesel engines developing 4,500 horsepower, give her a loaded speed of 11 knots. From stem to stern she expresses the latest achievement in naval architecture and engineering. Comfortable and commodious quarters afford a maximum of comfort for officers and crew.

The "C. O. Stillman" slid off the ways in the teasing rain and the camera-men who were on hand to record the christening for the readers of "Imperial Oil Review" were frustrated by an almost imperceptible downpour.

Again, four days later, as the "Victorite" took the water, with Mrs. W. B. Elsworth as sponsor, there was a characteristic Glasgow deluge in progress and the ship was soon lost in the heavy mist hanging over the Clyde. The photographers secured but a rather indistinct view of Mrs. Elsworth and the launching party which is reproduced here.

Like the "C. O. Stillman" the "Victorite" is modern in every detail. She has an overall length of 294 feet, a breadth of 68 feet and a depth of 38 feet, carrying 15,600 tons on a 28 foot draught.

She is equipped with two four-cylinder Diesel engines developing 3,500 horsepower and giving her a loaded speed of 11 knots.

In April or May, the "Vancorite" will be launched at Glasgow. She is a sister ship of the "Victorite" and will go into commission in the summer. One more ship, now designated as "Hull 131" but to be known as the "Calgarianite" remains to be launched. This ship is building at Haverton Hill-on-Tyne, and delivery is expected early in October. The Imperial fleet will then comprise eighteen large tankers and the International, ten.

All these ships are built to the highest class in Lloyd's Register of Shipping and are fitted with the latest system of fire control equipment. They make proud additions to the fleets of Imperial Oil Limited and International Petroleum Limited, and will play an important role in maintaining a constant supply of South American crudes for Imperial refineries.

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**WINTER IN THE TURNER VALLEY**

These pictures, handed to the Review by Mr. John McLeod, our Western Manager, give us a fair idea of the difficulties which beset operations in the Turner Valley field during the Winter.

Mr. McLeod, with true Western hardiness, talks about rig-building where the thermometer drops 22 below zero. He says they don't mind it if it comes, but when it both snows and blizzards come like the above are painted.

Our thanks are due to the field and the constant stream of material which must be hauled in during calm, or digging along on.

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**WHEN GREEK MEETS GREEK**

By D. M. Allan, Supt, Halifax Refinery


As is usually the case, great interest was excited in the contest, and the fact that the ground was snow-covered and the temperature decidedly moderate, kept the excitement below fever heat.

The prelaming were between Ironworkers v. Labour and Warehouse v. Process.

Both were fair struggles, the former taking 5 minutes 21.5 seconds and the latter 5 minutes 28 seconds to produce a winner, Ironworkers and Process qualifying for the final.

After a strenuous contest the descendants of Talbot Cain were returned as victors, making this their third win in the four years the cup has been up for competition, the only other name appearing on it being that of the Process Department.

Our picture shows the Ironworkers' team, 1,500 pounds of solid Canadian, who, under Coach Johnnys Patternes literally "brought home the bacon" as, in addition to the honor of winning the cup, each stalwart received a ham, donated by the Imperial Amateur Athletic Association.

The officials in charge of the contest were: D. M. Allan, starter; A. J. Baker, announcer; Alfred Gates, judge; and C. V. Humphreys, timekeeper.

Page Twenty-Five
In the opinion of one of the outstanding business men of the United States the petroleum industry has entered a new stage.

As President of the American Petroleum Institute and as one of the chief executives of the Union Oil Co., Mr. E. W. Clark is closely in touch with the situation, and is confident that only petroleum units which exercise the strictest economy in the conduct of their business will experience prosperity in the next few years.

Competition, in his opinion, is so great that the least efficient will be submerged. The following is an extract from a speech made by Mr. Clark at the Convention of the American Petroleum Institute in Chicago last December:

"In my opinion the oil business is entering a new era. Conditions and practices under which we have been operating have gone never to return, a change similar in character to the passing of the old bonanza days of mining and metals; new conditions in our industry call for the exercise of strictly economical operations in every department—where in the past we have thought in terms of dollars, the future will call for study in the expenditure of cents—and profit in the business will flow only to him who gets the proper viewpoint, employs and makes use of the best technical advice and who produces his goods at the least cost."