My congratulations and good wishes to you at the beginning of the new year. We are very fortunate in the Imperial Oil Company...
THE IMPERIAL OIL REVIEW

Published Monthly by Imperial Oil Limited, at 99 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 impart to them a constant and useful information about the Company's business.

NOTICE: The active cooperation and interest of every employee is essential to the continuance of this publication. Please address all communications to THE IMPERIAL OIL REVIEW, 50 Church Street, Toronto.

Harnessing Your Dollars
By H. F. MILLER

The world is full of men and dollars. Without both there would be neither industry and thrift constitute the tide that binds them. Man and labor receive in exchange for his labor the standard of value in his ability; in our case, the dollar. Without the dollar, or some equivalent standard of compensation, man could not labor.

Now there are two ways of using the dollar:
The first is—to apply its full purchasing power to the purchase of food, clothing and luxuries.
The second is—to apply it in part to the purchase of goods, clothing and luxuries, retaining title to the remaining portion and sending it out to work for you.

The difference between the first and second uses of the dollar is this: By the first we expense the things which maintain and operate the human engine and enable it to earn us more dollars—but we build up nothing to replace the engine when it wears out. The depreciation of the human engine is the most certain thing in the world and yet the most generally disregarded element in our lives today.

By the second we purchase the things which maintain and operate the human engine, but reserve a portion of the dollar with which to harness other human engines to do our work when we can no longer do it ourselves.

A dollar you place in a savings bank in a mortgage, bond or any good security is harnessed; the tide it remains with you and the earning power of that dollar is yours. Further, its productive power does not depend upon the continued efficiency of an individual. It goes forth seeking him who will give the most for its use, but it remains your dollar and the premium paid comes back to you.

This is the fundamental principle of saving. How often have you said: "Oh, what's the use? I can only save so much a week and that will never make me rich." and all the while the little dollar you let slip out of your control are being harnessed by someone who better realizes their value as producing factors. How often have you had to let a good opportunity go by because you did not have some money laid aside; many times, and if not, then start to save before your opportunities are still to come. There never was a life without opportunity.

How often has an old man said to you: "Young man, everything is in your favor. Your health is good; your prospects are bright. Don't squander your chances."

We often hear the expression "The rich are growing richer and the poor are growing poorer." The man who earns five dollars a week like that laborer, he wants something for nothing.

The productive energy is the source of wealth. Money beggars money just as population beggars population, but productive energy is required to maintain a proper balance between the two.

No one has ever argued that poverty causes poverty, because there are too many living movements to the contrary.

Mr. H. C. King, chief clerk for the Queen City Division, Toronto, has resigned and returned to his home in Minneapolis, Minn. As a tribute to his popularity a banquet was given for him, on Dec. 14th, by the staff of the Accounting Department in Toronto, and a Victory Bond was presented to him.

Mr. H. M. Powell, lately chief clerk at Montreal, has been appointed chief clerk at Toronto in place of Mr. King. Mr. Powell came with the Company at Halifax in August, 1907, as stock clerk. He was transferred to Montreal in 1913 as general assistant in charge of stock department. In January, 1918, he was appointed chief clerk and successfully managed the accounting department in Montreal through a period of abnormal conditions brought about by the war. Mr. Powell's appointment to Toronto took effect on December 1st, 1917. Mr. C. P. Fleming, assistant chief clerk at Montreal, has been appointed chief clerk there in place of Mr. Powell. He entered the service of the Company in 1895 as a junior, working his way up successfully as invoice clerk, order clerk, stock clerk in charge of sales and accounts, helper keeper, stock clerk and cashier. From 1907 to 1913, he was traveling salesman and left us to go to the International Harvester Company as chief clerk. Returning to us in 1913, he was appointed assistant chief clerk in Montreal, in which position he has held until his present promotion.

Mr. J. Rankin, lately of Calgary Office, has been appointed chief clerk in the St. John, N.B. Division, Mr. T. J. Miller, formerly cashier in our Winnipeg Office, succeeds Mr. Rankin at Calgary.

Imperial Oil, Limited

There has been a change in the name of the Imperial Oil, Limited. On and after January 1st, 1918, the manufacturing and marketing departments will be operated under the name of Imperial Oil, Limited, with headquarters as at present, in Imperial Oil Building, 50 Church St., Toronto.

Mailing List

If you have not received your copy of "The Imperial Oil Review" (the old name), please advise the Editor of any change in your address, giving the old as well as the new address.
some credit for the opening up and development of this northern country. In January, 1909, James McClellan came to Northern Saskatchewan and became the first representative of the Company to make his headquarters here. Saskatoon at that time had about 3,000 population, and the Company was still doing business from a small rented warehouse. Property on which to erect a warehouse and suitable buildings had been purchased, but it was not until 1916 that this construction was commenced, and the first start was made on what is now Saskatoon Equipment. That year also saw the Company make a subdivision with jurisdiction over Northern Saskatchewan, under Winnipeg, with Mr. McClellan as Division Manager. Bulk Stations were opened at Assiniboia, Wilkie, Scott, Ridsdale, Rosetown, Rosslin, Delisle, Dunmore, Hanley, Rosso, Melfort, Humboldt, Wadena, Kamloops, Locality, Nokomis, Yorkton and Mevittie. The first salesmen were H. C. Vivian, Thomas Fox, C. H. Prum and L. Hall, and it was felt that these men and with an office staff of three and the above mentioned construction that the division was in pretty fair shape to handle any amount of business that could be produced. Northern Saskatchewan, however, was just opening up. It was a period of expansion and extension all over the West, and Saskatoon was doing its share. New lines of railroad opened up new territory. New settlers preceded and followed the rail, and our Company was not far behind either. Locations were obtained at all points as possible from which the distribution could be made to the widest possible area, supplying the requirements of the greatest number of settlers. The usual Prairie construction of 115 ft. x 20 ft. tanks and a galvanized warehouse was put in. The order of shipment in car loads of refined oil and gasolines in wood barrels was the thing of the past, and even the salesman standing on the top of a twenty-foot tank to take measurements when the company was filling with the 40 below mark did not regret the change.

As the country continued to grow, new storage and construction were put in to keep pace with the demand. Prince Albert, the oldest station in the field, was given an equipment the most up-to-date of any town in the West. This expansion continued; the Imperial Oil Review, which commenced on the east at the Manitoba Boundary—except at one point, where it extends out to Hudson's Bay—goes west to the Province of Alberta, south almost to the 49th parallel and north to the Arctic Ocean. So our sales to the blonde Equinimes have been light, which considering the registered trade mark of the Company, is just about right.

Northern Saskatchewan might almost be said to be purely an agricultural country, probably eighty percent of the population is on the land, and our business, of course, depends very largely upon the farmer. We have comparatively little smoke stack business, and that is confined almost altogether to one portion of the territory. However, two or three large tractors will use as much lubricating oil as a small town, and give fewer troubles to the farmers. Sales of farm lands have continued brisk, despite the war, and there has been a quiet and steady movement of immigration into the district. It is the right kind, too—a man with experience and money, attracted to Northern Saskatchewan by the cheaper land, the large yields and the quality of the grain, for let it be known, Northern Saskatchewan in 1911, 1919, 1919, 1915 and 1916 secured first prize in competition with the world for the quality of its wheat.

The war and the general depression which came at its outbreak made a difference with us, but to-day everything is on a more solid and conservative basis than ever before. To the Canadian Contingents which have gone overseas the staff of this Division has supplied the following men:

H. Whitefield, Clerk, Saskatoon Office.
O. M. Hogg, Agent, Wilkie.

C. E. Irwin, Clerk, Saskatoon Office.
W. J. Campbell, Salesman, Saskatoon.
P. G. McIntyre, Clerk, Saskatoon Office.
R. G. Marshall, Cashier, Saskatoon Office.
V. C. Blake, Construction Manager, Saskatoon.
G. V. Hires, Office Boy, Saskatoon Office.
Mr. Hogg was killed in action, and Mr. Irwin was badly wounded.

To-day we have in this Division:
71 Bulk Stations,
17 Bulk Stations,
6 Salesmen,
Office Staff,
11 Salesmen,
11 Warehouse Staff,
8 Tank Wagons.

About the future—well, it is this way: if one proposed modestly, he would be regarded by those who knew conditions to be a pessimist, if not a knave, and by those unacquainted with the Division he might probably be considered a literal deacon of Aeneas and Sappho; SO WHAT'S THE USE?

THE IMPERIAL GOOD CHEER CLUB

In an earlier issue of the Oil Review we gave a description of the Imperial Good Cheer Club, its aims, etc.

The girls of the Imperial Oil Building, who make up this Club, are entitled to a great deal of credit. In a very short time they raised a fund furnished a complete wardrobe; purchased necessary goods; a large davenport; and two small tables. The furniture is of excellent quality, durable, and selected with a view to comfort and utility.

The name given the "Imperial Ward" is the Davyville Hospital Furnishing House for returned soldiers.

One hundred and eleven dollars were raised by the energetic members to provide Christmas cheer for their ward. The boys seemed to enjoy the present, and all helped cheerfully to decorate, with the result that the ward looked very attractive. Stockings were filled with good things and placed under the pillows where the boys would find them. The majority went home for the holiday, and when the girls went up on Christmas morning they found the ward nearly deserted. An extra quantity of fruit, candy and smoke was provided and the boys appreciated the efforts to make their Christmas a cheery one.

Although the Imperial Good Cheer Club prefers to go on doing this good work without publicity or ostentation, we feel it is only fair that we should make some comment on it in the Review. Miss Ethel Bird is President, Miss J. B. Slater, Treasurer, Miss Alice Hawkins, Secretary.

C. E. Irwin, Clerk, Saskatoon Office.
W. J. Campbell, Salesman, Saskatoon.
P. G. McIntyre, Clerk, Saskatoon Office.
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THE IMPERIAL OIL REVIEW

ASPHALT—THE LOGICAL ROAD
"PERMANENCE WITH ECONOMY"

The good roads movement is now firmly established. Everyone wants good roads, whether he be an urban or rural resident. Moreover, everyone is willing to pay his just share toward good roads wisely located, scientifically constructed and properly maintained.

The entire community profits by good roads. They give the city people the advantage of wider production areas, and cut down handling costs, which figure so heavily in the delivered price of food products. They, moreover, increase the value of farm property, improve rural social conditions and make city and rural life more interesting and enjoyable.

It is readily agreed that town and city people fare no hardship in paying for their own streets. Property values are high, individual road areas limited, and consequently personal road assessments in the cities are relatively small. The rural sections, however, constitute an altogether different road problem. Wise legislation, aiming at a speedy and equitable assessment of road costs and maintenance charges, is rapidly solving this problem.

The Okanagan road laws may be taken as an example of such legislation. They permit the establishment of the following:

1. County Road Systems. The Government pays from the Provincial Treasury 40 per cent. of the cost of the construction of such roads, and 20 per cent. of the maintenance charges.

2. Suburban Areas. Throughout these established areas, adjacent to cities, the Government pays 10 per cent. of the construction cost, and 40 per cent. of the maintenance charges.

We want satisfied customers

January 1918

The Imperial Oil Review

The government pays 40 per cent. of the cost of the construction of such roads, and 20 per cent. of the maintenance charges. The government pays 20 per cent. of maintenance, and the city and county their equal proportions.

Provincial Road Systems. These roads are more important than the ordinary county roads, since they carry heavier traffic. The government contributes 90 per cent. of their cost and maintenance.

The legislation is making this and of a conservative nature. The most important need is for greater maintenance from the Government, especially on country roads.

It would, moreover, be a great stimulus to road work, if a Dominion Good Roads Act were passed, and if our Ottawa Government would give a Federal road subsidy. This will doubly occur in the near future.

We are convinced the choice of the type of road to be laid in town and rural sections is generally left to the decision of the people. This is evidently a matter of democratic right. The government gives guidance toward the proper design and efficient construction of road once the individual type has been selected.

Here, therefore, really seen that if asphalt is to be generally accepted on the highway systems of Canada, it must be sold to the people. A few special salesmen cannot wholly handle this matter. Every Imperial Oilman should therefore be an asphalt road enthusiast. The people in general must be informed, and become asphalt boosters. Each Imperial Oilman can undertake this work with absolute and sincere conviction regarding the superior qualities of the asphalt road.

We do not claim for a moment that one individual type of road construction will economically and the traffic requirements and the available funds for every road system. We do contend however, that there is some type of asphalt construction which will economically and scientifically meet each of the above requirements, and barring a few exceptional cases, is better than any other type of road that can be laid.

Moreover, we claim that rural municipalities should profit by the economies and savings of the larger cities. The government has a long established road department, which has thoroughly tested all road materials under all types and conditions of traffic. In such cities, streets may be found that have the same traffic both as to type, meter and horse-drawn, and also the same city or country road. Therefore, what has proven the proper, most satisfactory and most economical type of asphalt road for such streets, is, to say the least, a good guide when contemplating expenditures on rural highways systems.

The City of Toronto is one of the best paved, as well as one of the most efficiently administered cities on the continent. The accompanying diagram shows the status of different types of pavements after thirty years tests.

The result speaks for itself. It certainly uphold's our contention that Hot Mix asphalt is far superior to the old rough or asphalt road for provincial highways, suburban areas, main county arteries and the main streets of towns and cities where the traffic is now similar to the above.

The first cost of Hot Mix asphalt is less than that of brick, stone block or treated wood block. It can generally be constructed at about the same cost as Portland cement concrete pavements and very often is constructed more cheaply. The Penetration Asphalt Macadam road is a considerably cheaper method of construction than the Hot Mix. This Penetration road costs only about 25 cents per square yard more than waterbound Macadam.

It is very rapidly built, with only a limited amount of expensive equipment. It is durable and economical for medium heavy traffic, gives good traction and is dustless. The Penetration Asphalt Macadam road is especially adapted for side streets to townships, other medium travelled highways.

Again, hundreds of miles of gravel and Macadam roads have already been constructed, and will continue to be constructed throughout the country. These roads have much to commend their use. They are cheap in first cost and economical until traffic reaches certain intensities. At this stage they are well preserved and their traffic efficiency is well preserved by the application of good asphalt road system, or asphaltic road dressing. Our Imperial Liquid Asphalts are the highest types of these materials on the market.

The certified statistical report on page eight shows that...
is being accomplished by the use of such Asphalt.
Partly responsible for road expenditures should clearly bear in mind that the traffic is not over constant, but generally increases after the construction of a good road. The people who pay for the road should insist that the type selected should be economical in cost for the immediate period. They should, moreover, demand that no capital expenditures be made which must be wasted at a later period. By the use of Imperial Liquid Asphalt and later the other types of Asphalt road construction, cheap roads can be developed into more permanent types, to keep pace with the increasing traffic demands. Therefore, when contemplating Asphalt paving, considerable consideration is given to building in more expensive and better road than is needed for what might be termed the reasonably immediate requirements. Consequently, excessive interest and sinking fund charges over long years are not necessary. When a community builds too expensive pavements for immediate and near future demands, these excessive charges often either imperil it or limit its road program to such an extent that the available funds formally only one or two expensive isolated roads, instead of a satisfactory and economical road system. Moreover, when using Asphalt, there are no capital expenditures once made that cannot be fully utilized in the more permanent types of evolutions.

1918—AVERAGE DAILY TRAFFIC

Table showing results of observations of traffic on different types of road surfaces in Massachusetts—Standard Road, 12 ft. width, gravel or waternbread Macadam 3 to 6 inches in thickness, with adequate drainage and proper foundation, with about gravel shoulder on each side.

\[
\begin{array}{cccc}
\text{Light} & \text{Heavy} & \text{Wagons} & \text{Horses} \\
\text{Truck} & \text{Truck} & \text{Truck} & \text{Horse} \\
\text{Cars} & \text{Cars} & \text{Cars} & \text{Horse}
\end{array}
\]

A Good gravel road will wear respecting well and be economical with.

\[
\begin{array}{cccc}
50 & 75 & 50 & 75 \\
25 & 50 & 25 & 50 \\
10 & 15 & 10 & 15 \\
5 & 10 & 5 & 10
\end{array}
\]

B: Needs to be oiled with.

\[
\begin{array}{cccc}
75 & 100 & 75 & 100 \\
50 & 75 & 50 & 75
\end{array}
\]

C: Good gravel, fairly good heavy cold oil, 1 to 2 successes in the sq. ft., applied annually with.

\[
\begin{array}{cccc}
50 & 75 & 50 & 75 \\
30 & 50 & 30 & 50 \\
20 & 30 & 20 & 30 \\
0 & 0 & 0 & 0
\end{array}
\]

D: Waterbound Macadam will stand with.

\[
\begin{array}{cccc}
175 & 200 & 175 & 200 \\
100 & 125 & 100 & 125 \\
60 & 80 & 60 & 80 \\
40 & 50 & 40 & 50
\end{array}
\]

E: Cold oil will prove serviceable on such Macadam with.

\[
\begin{array}{cccc}
175 & 200 & 175 & 200 \\
100 & 125 & 100 & 125 \\
60 & 80 & 60 & 80 \\
40 & 50 & 40 & 50
\end{array}
\]

F: Macadam will stand but the stone, yards, of course, with.

\[
\begin{array}{cccc}
175 & 200 & 175 & 200 \\
100 & 125 & 100 & 125 \\
60 & 80 & 60 & 80 \\
40 & 50 & 40 & 50
\end{array}
\]

G: Waterbound Macadam will stand but the soil which will be economical with.

\[
\begin{array}{cccc}
100 & 125 & 100 & 125 \\
60 & 80 & 60 & 80 \\
40 & 50 & 40 & 50
\end{array}
\]

And at least:

\[
\begin{array}{cccc}
60 & 75 & 60 & 75 \\
30 & 50 & 30 & 50 \\
20 & 30 & 20 & 30 \\
0 & 0 & 0 & 0
\end{array}
\]

Crude Oil Markets

Since our last issue, the Pennsylvania Crude has dropped to a price of 225 per barrel. Crude quotations as of Dec. 31st, were:

\[
\begin{array}{cccc}
\text{Pennsylvania} & 81.75 per barrel & \\
\text{Utica} & 2.08 per barrel & \\
\text{Mid-Century} & 2.09 per barrel & \\
\text{C院长} & 2.36 per barrel & \\
\text{Cuyahoga} & 2.18 per barrel & \\
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[The remaining content is not clearly visible in the image.]

The consumption of crude continues to exceed the production.

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\end{array}
\]

Laying a Pipe Line

At Wayne Station, which is centrally located on the line, we also have a machine and blacksmith shop, where we turn out a great many of our repair parts. There we can work out of material that would otherwise go to the junk pile, and in consequence of this our junk pile is almost a negative quantity.

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\end{array}
\]
short distance, the mixture is not noticeable.

As the oil is pumped into the line at Cypret the tanks are gauged each hour, and the gauges are telegraphed back to the main office where this gauge of oil received correspond or there is a shortage somewhere. This must be worked out, therefore the linesmen must be on the alert for leaks in the line. The engineers must be on the watch for leaky valves in the pumps, etc. Each man must be constantly on the lookout that there are no leaks where oil might escape.

One of the rules of pipe line is that if one station cannot get the line ahead of them on the telephone wire for a period of two hours to rectify gauge that they must shut down, as running at high pressure as we do anything wrong with the line would cause immense loss and damage, but to avoid shutting down the operators try every way to get in touch with each other by long distance phone, or telegraph, and at the same time get one of the men out after wire trouble so that things will be going normally in the shortest possible time.

We have no worry in the shortage of fuel, for our engines run crude oil, and as long as we have oil to pump we have the fuel to do it with, as our supply is taken from the line as needed.

The personnel of the pipe line operations is built up from the men who built the line, and the following employees are still with us. Many of these men have moved to higher positions and by hard work and loyalty have been promoted to higher positions.

Below I give a list of the men who have been with The Imperial Pipe Line Co., Ltd., since it started:

- W. J. Davidson
- D. M. W. Weber
- Theo. McLean
- Harry W. Merriam
- Thoro. Merriam
- E. Johnson
- P. J. Haggart
- G. E. Scott
- Chas. Torstein
- R. E. Sigworth
- A. K. Russell

The balance of our present organization have been added from time to time as one or another of the original employees dropped out at the increased capacity demanded more men.

**KEROSENE FUEL FOR FISHING BOATS**

**By D. G. Thompson—Halfway Division**

A GREAT many of the fishermen have been trying to burn kerosene instead of gas. The cost is cheaper and the principal trouble has been to have their engines work. This is overcome in some cases by running the engines for a couple of hours’ run, as they have a gas engine instead of a vapor engine. There are a few who have one or two engines supplied with the Bridgeport motor, which seems to have lowered their trouble. This device consists of a double heating system. Initial heat is supplied to the carburetor, after which the partially vaporized mixture is carried into a chamber and heated. It then passes through a pipe (being slightly cooled), to the crank-case and from there to the combustion chamber. The accompanying text shows that 30-50 gallons are carried in the Pentane, and it takes about 100-200 hours to carry kerosene 25-30 gallons per hour. This boat was being handled recently and the writer was asked to have a look at the engine. After a season’s run on kerosene, working parts were in good condition. The carbon deposits were no more than would have been found in a gasoline motor.

This company is the only one that uses these boats in this part of the country, and it is interesting to note how they are used for fishing and transportation. Lubrication is force fed, reserving being over the manifold, and the oil that goes to the bearings is Pentane.

The manager of the company placed an order with me recently for 10 barrels of Pentane, for use with these boats in their engines.

**Feminine Touch.—** A girl who was running a London bus was making out her first report. Under the heading “Accidents,” she stated:

"Bumped into an old gent."

Under the heading "Demerits," she said:

"Simply awful."—Christian Register.

**THE IMPERIAL OIL REVIEW**

January

1918

FIRE LOSSES

SOME people, owing to the casual way they treat fire risk, take their chances for loss, who, when informed that their home was on fire, said "I am too old. Can’t burn. It is insured for $1,000." We have heard men, drawing good salaries from their employers, when warned of the danger of fire loss, say "I should worry. It is not my money," etc. In this money, it is everybody’s money. Carelessness and indifference to fire losses are some of the principal reasons for the "High cost of living." High insurance rates put up prices, and the consumer pays the bill.

This is what the Fire Protection Bureau of the Canadian Government is trying to do. To prevent the burning of their homes, they are using many of the methods of fighting fire, and the results are most encouraging.

"America submits to a fire loss of about $80,000,000 every hour of every day in the year. Canada’s annual per capita loss is $8,00. The United States is a close second. The average for Western Europe is about 60 cents per cent of the home, but the Middle East pays a dollar for a dollar. In the Middle East, the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect. In Western Europe, public losses caused by carelessness are not unknown, but an average of 10 per cent of the home is always insured, due to carelessness and neglect.

France, for example, but with the legislation, or, rather in advance of it, there must be created a public opinion—a public conscience—that will not brook inefficient administration. No civilized community should expect to have its laws to keep their lives in fighting fires easily preventable; enough danger will always be encountered in extinguishing those not easy to avoid.

For many years we will continue to have disastrous fires and fires of great magnitude in those cities in which wooden construction still makes sweeping fires possible. The aggregate fire loss cannot for some time be taken as the direct measure of our success in fire prevention. It is the decreasing number of fire alarms that is to be the significant factor, and nothing will reduce the number of fire alarms as radically as the raising of personal responsibility therefore. The utmost achievements of fire fighting science are crippled and balked by the habits of a people encouraged in irresponsibility toward the common safety. The attention of such a people cannot be attracted and a correction of their mischievous habits achieved by any ordinary methods of public education. They must be made responsible for their acts of trespass. A man who has a preventable fire picks the pockets of his neighbours either through the medium of fire insurance or an unjustifiable reduction of the public fire department which all must support.

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EVERY CUSTOMER MUST HAVE IMPERIAL SERVICE.
Water in Steam Turbine Systems

By A. W. Osgood, A.M.I.M.E.

In view of the increasing use of the steam turbine, an incident in connection with the lubrication of a 2,000 H.P. turbine (1,000 E.W., 3,000 R.P.M.) in one of the largest power plants in Nova Scotia may be of interest to oil salesmen.

Some minor repairs had been made to the unit in question, and after steaming, the D.T.E. oil was placed in no reservoir—the method of lubrication being the pressure system—24 to 30 lbs.—the pumps being driven by a worm gear mounted on the main shaft. It may be well, also, to mention that the turbine shaft was ended by the well-known labyrinth packing method.

After running for some days, trouble was experienced through the presence of water in the oil system, but as the oil cooling pipes had been fused under 80 lbs. pressure and found perfectly tight, all parts of the turbine carefully examined before starting, there was no point in the system that could be isolated where water could enter the oil, consequently there is no significance on the nick to the idea was due to an inferior quality of oil, that contained water when placed in the reservoir.

The oil was then replaced by D.T.E. oil that had been carefully examined, but not as a short time was again present, and although a question has been taken from the system each day it only required a few weeks to form enough substance to give the desired measures. The system was again cleaned and a higher boiler oil supplied with the hope of keeping the plant running until the second unit was ready for service, any repairs, could be put in operation. In the meantime, the D. T. E. oil was handled over, but not one could say at what point the water entered the system.

Shortly after the second unit was ready, the oil, with the charge, was at not naturally being given the question much attention. However, a water-gamma co. had carried away the condensed steam from the front water gauge, was delivering a smaller current of water than was usual, and a closer examination found that this was the cause of the trouble.

During repairs, this pipe (which for some reason had been attacked originally with a flange joint) had been removed, and in replacing, the gasket had slipped so that the opening to the waste pipe was about closed. As a result the condensed steam accumulated until it reached the main bearing along which it travelled to the oil system. As a result, the bearing bracket, the accumulation of water could not be seen, and the passage of a small quantity of water from the waste pipe had misled those making the examination.

After cleaning and adjusting, another lot of D.T.E. oil was placed in the reservoir which, after five months use, is doing every satisfaction.

This photograph shows the tank wagon team which took first prize in the class for team delivery horses, 2,500 lbs., and over, at the Central Exposition, Ottawa, Can. Another of the classes for team delivery horses took second prize.

Another Heater Testimonial

"While visiting a small place near Montreal recently I met a lady who was an ex-machina of a large Toronto Hospital. She asked me if I had ever used one of those 'Little Perfection Oil Heaters' that you mentioned in your article on fuel oil. I think she meant to say 'Salesmanship From a Consumer's Standpoint.'"

These suggestions are supposed to come from the consumer and not from the salesperson, and it is hoped that if you have suggestions you will let us know.

1. Be Agreeable.—Other things being equal, I go to the store where the clerk is pleasant to me. I buy clothing, typewriters and automobiles of the kind that suits me through he likes me. Exert yourself to make a pleasing impression on me, please. I appreciate it. Hence, dress well. Untidy clothes mean you don't care what I think of your appearance. But don't dress too well. That gives you an air of snobbing off. Don't show off. If you don't know how, find out. Cultivate a pleasant, convincing manner. Learn to converse pleasantly and tactfully. Cut out all mannerisms. Avoid saying that I am the impression of a gentleman, honest, square, unassuming and easy.

2. Know Your Goods.—Don't let there be any question I can answer you to the satisfaction of the customer. If you're selling typewriters, know all about all the kinds. If you're selling coffee, find out where all the coffee comes from and all the points about the coffee. There's a way in your spare time making of yourself an encyclopedia of information about goods.

3. Don't Argue.—Go with me in your talk, not against me. I love, don't complain. Don't show me where I am wrong. Dodge a square issue and show me where you are right. Suggest, not argue. Don't antagonize. Argument is a rule of laughter, not conviction.

4. Be Human.—The reason you are hired to sell goods is that you are a human being. Whether your employer gives you a roasting or a tip, make a human being, likeable, engaging, interesting, full of humor, personality. Don't patronize as a rule the salesman I like.

Every man lives by selling something and salesmanship is the great money-making business in the world. It takes all there is in a man. You need to know psychology, you need tact, intelligence, self-control, courage, persistence and insistent determination. It's an exhilarating and exhausting business, but there is no job for a second rate. Yet simply to have to make good or go under.
UNIQUE FRICTION-REDUCING MOTOR OIL

The Polarite Oil Review is a trade magazine for the oil industry. The page features an advertisement for a unique oil that reduces friction, with a focus on its benefits for gasoline storage. The ad includes a list of benefits, such as improved fuel efficiency and reduced engine wear. The magazine also includes a correspondence section with letters from readers, discussing various aspects of oil usage and industry trends. The page is dedicated to the role of the oil industry in the broader economic context, highlighting its importance in facilitating transportation and industrial processes.
The success of any organization depends on its employees. From the highest to the lowest, each has his responsibilities; some apparently small, some large, but every one important.

Work well done reflects credit on the individual, and through the individual, on his or her employer. It sets an example, makes it possible for everyone to accomplish more with the same effort, and creates an impression on the public which influences them to deal with the company so represented.

The year 1917 has been an exceptionally prosperous one for our Company. Our increases in sales have been substantial and well distributed. The efficiency of our people has reached a higher standard, and we find an ever increasing spirit of loyalty and co-operation throughout the organization.

The Company, therefore, takes this opportunity to publicly express its thanks and appreciation to all employees for the faithful and efficient manner in which they have discharged their several duties during the past year.