



The HOME of
KODAK
in Canada

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A Souvenir of your Visit to
Kodak Heights, Toronto

THERE is more to any industry than cog-wheels and chemistry; than energy and engineering; than money and markets.

The Kodak Company, to an extraordinary degree, depends on certain "intangibles": projects and products hewn from the future by research and far-sighted planning; an active fairness in the relationship between management and employees, resulting, on the one part, in loyal workmanship, on the other part in fuller and more secure lives; the tradition of having brought new arts to the service of civilization—photography and motion pictures in their various aspects.

These factors, motivating large plants and personnel, animating the operation of processes worked out by the ingenuity of half a century, form the truest picture of the Kodak organization throughout the world.

KODAK HEIGHTS, as the name suggests, occupies a commanding position on the height of land which slopes gently down to the City of Toronto and the shores of Lake Ontario. An ideal location—far enough away from the smoke and grime which are, as yet, inseparable from the activities of a great city but which might interfere with the perfect

Entrance to the spacious grounds



cleanliness required for making photographic goods, yet not too far, with the transportation facilities available, to make the journey from downtown anything but a pleasant trip.

A landmark that can be seen for miles around are the main buildings of monolithic steel-and-concrete construction which occupy a large share of the property, the total area of which is over forty-one acres. The length of the longest building is 463 feet, and the combined floor space of all buildings amounts to 500,000 square feet.

Obviously, the industry requiring such space is large in scale. But in that it is not different from other huge enterprises; from an automobile factory, say, or a locomotive plant. It is different, however, from any other industry in the fact that the scale of operations, the expense, the personnel of many hundreds, all are concerned in an unrelenting fight against enemies that seem inoffensive—a speck of dirt too small to be seen, a slight variation in temperature or humidity, a dim ray of light entering where it doesn't belong. Elaborate equipment for washing and filtering air adds to the working comfort of many departments; but its real purpose is that of protecting the photographic materials from dirt.

The chimney that carries fumes and dust 200 feet into the air, the constant use of scrubbing machines, the employment of full-time clearing



Picture-making with a Kodak

crews, the white laundered suits and the girls' uniform smocks worn in many rooms where photographic materials are uncovered, are not merely interesting innovations. They are part of a programme that keeps Kodak Heights one of the cleanest industrial areas on earth, and makes Kodak film, photographic paper and chemicals perfectly fit for whatever use they may be put to, simple or complex. Let it be remembered that a microscopic speck of dust might spoil the picture of a child in a particularly entrancing pose, or form an extra star in some astronomer's Pleiades.

Visitors are always impressed by the eerie glow of orange, red

For miles, this 200-ft. chimney is a landmark





The famous Box Brownie

and green lights in many of the workrooms. They quickly lose all sense of direction and location. But employees, accustomed to it, work with efficiency and health unimpaired by these surprising conditions.

The principal products of the plant are cameras, such as Kodaks and Brownies, and a wide range of photographic roll film, film packs, sheet film and papers for the professional and the amateur. Photographic mounts and albums are also manufactured in large quantities.

There is a complete silver-nitrate plant, a department for the compounding and preparation of photographic chemicals, a fully equipped printing department, a complete paper-box department for the making of paper boxes and cartons, and a department for making envelopes. A large processing department is maintained where Ciné-Kodak films exposed by amateur movie makers are turned into reels ready for projection at home. The engineering and maintenance department has under its direction well-equipped carpenter, machine, electrical, sheet-metal, pipe-fitting and blacksmith shops, for maintenance work.

The water supply is furnished by the city water mains, by artesian wells on the property, and by a pump-line to Black Creek—a stream which follows the course of the valley lying immediately to the

east. Protection against fire is provided by the Company's own fire department.

In all the rooms where processes connected with the manufacture of photographic film and paper are carried on, large quantities of air that is absolutely uniform in temperature and in moisture content are required. Such uniformity is necessary to maintain the proper quality of the sensitized materials produced.

Entrance to Executive Offices





Aerial view of the buildings and grounds at Kodak Heights

For this purpose, and for other plant services, a refrigeration department is operated. This plant contains four ammonia-compressors, with a combined rated capacity equivalent to the melting of 675 tons of ice every twenty-four hours. Such an amount would be sufficient to supply a city of about twenty thousand population. These provisions remind one that the manufacturing processes, despite their huge scale, are carried on under the very strictest of laboratory conditions: "test-tube operations in trainload lots."

The Power Plant is equipped with one of

the most modern types of boiler consisting of an all-water-cooled furnace with a chain-grate stoker and especially designed to burn Canadian coal. This unit will develop 1800 horse power. It is one of the few high pressure plants in Canada, operating at a steam pressure of 450 lbs. and a steam temperature of 560° Fahrenheit.

This high pressure steam is taken through a 750 kilowatt turbo-generator operating at a speed of 8,000 revolutions per minute, which supplies electrical power to the plant. This entire boiler and turbine installation, including coal feed, draft



Part of the refrigeration department

regulation and feed water supply, is automatically controlled by the plant demand for electricity and steam. In addition to the high pressure boiler and turbine installation the Power Plant also houses four boilers which have a rated capacity of 1200 horse power. Coal passes by gravity to the mechanical stokers of all the boilers from a 600-ton coal bunker located above the boilers. Upwards of fifty tons of coal are consumed daily.

From the Power Plant steam pipes, electric conduits and other service systems connect with the manufacturing buildings by way of underground tunnels.

There are, at Kodak Heights, approximately 900 electric motors and 7,000 electric lights. The electricity for them is supplied by generators with a total capacity of 2,500 horsepower.

The spacious grounds surrounding Kodak Heights are laid out with numerous shade trees, shrubs, flowers and well-trimmed lawns.

Employees number upwards of 900, and in their social and recreational activities the management has always taken a keen and active interest, providing, through the employees' organization, the Kodak Recreation Club, every facility for healthful recreation.

Bowling green, baseball diamond, tennis courts and football field are all appreciated and enjoyed during the summer months, but for long the management recognized the need and faced the problem of providing suitable recreation for its employees during the winter months.

This problem was adequately solved in 1939 by the erection of a four-storey building, designed entirely by employees, expressly for that purpose.

A feature of the building is the Auditorium. This large assembly hall is fully equipped for the presentation of plays, concerts and motion pictures, and, in

Entrance Hall: Employees' Building



addition, may be quickly transformed to accommodate games such as badminton, volleyball and shuffleboard, or for the dances arranged by employees during the winter months.

The building contains also lounge rooms for both men and women, card rooms, billiard room and library. The members of the Kodak Heights Camera Club enjoy exceptional facilities for the pursuit of their hobby in the unusually well-equipped quarters designed for their use. On the ground floor is the dining room, where noonhour meals, in tempting variety, are served at a nominal charge.

A well-equipped hospital, in charge of a registered nurse, provides first aid in case of sickness or accident. A matron, in whose charge is the physical well being of the employees and who visits those unable to attend business through illness, is also on the staff.

The Cafeteria: Employees' Building



A summation of the Kodak Company's outstanding characteristics would list, probably, its extreme measures to insure chemical purity and mechanical precision, its photographic research, and the friendly, helpful relationship among its employees.

A brief description should be made of the last, for personal industrial relations are one of the Company's most characteristic and important considerations and activities. Years ago the late George Eastman, then head of the world-wide Kodak organization, came to the realization that trained steady workers were highly valuable. Mr. Eastman and his associates thought it proper to recognize such value. In consequence, in 1912 the Kodak Company paid a wage dividend, representing a share in the earnings of the Company, to qualified employees. With the exception of one year, these wage-dividend payments have been made annually since the inauguration of the plan, and are entirely over and above wages.

In 1919, as a reward to employees for the part they had played in the growth of the Company, Kodak stock was divided among the personnel on a basis of length of service. The stock was sold to employees at a nominal price, which was paid by the dividends while the shares were held in trust before delivery to their new owners. The allotments of stock for this purpose are now exhausted, but the distribution, in addition to the annual wage dividend, helped many employees to build up satisfying financial reserves for themselves.

More recently, the Kodak Company has accorded extensive benefits to employees in the form of life insurance, disability insurance, and retirement-annuity payments.

For many years the Company has maintained a programme of production control designed to stabil-

ize employment. These stabilization methods have resulted in lower costs to the Company. With the additional incentive provided by the adoption of an unemployment benefit plan, the entire organization has striven to find still other means to reduce fluctuations in employment, with resulting benefits to the Company and the employees.

Such provisions, as much as its plant and processes, explain the Kodak Company; for it is people—a "company" in the original meaning—that gives a business its character.

Kodak Heights is thus an application of the broad lines of the new economy; that a whole man is more efficient than a part; that health, happiness and comfort are as indispensable to the worker as tools; that without his personal interest and loyalty only the husk of service is rendered.

The Bowling Green



WHAT KODAK MEANS—

As a word, a trade name, "Kodak" is simply an arbitrary combination of letters. It is not derived from any other word. It was made up from the alphabet, not by lucky chance, but as the result of a diligent search for a combination of letters to form a short, crisp, euphonious name that would easily dwell in the public mind.

As a trade mark, "Kodak" indicates certain of the products of the Kodak Companies to which it has been applied, as, for instance, Kodak Cameras, Kodak Film, and Kodak Albums.

As an institution, "Kodak" stands for leadership in photography. To the world at large it is best known for its simplification of photography for the amateur, for its Kodak and Brownie Cameras, for its films and papers. To the professional photographer, it is known for its progressive leadership in the manufacture of everything that is used in the studio. In the cinema world it is known as the producer of the film that made the motion picture possible. To the scientist, it is known for its x-ray products, now so vital in the mending of men.

In 1888, when the two "k's" the "o", the "d" and the "a" were euphoniously assembled, they meant nothing. To-day they mean protection for you in the purchase of photographic goods.

In Canada "Kodak" is the registered trade mark and sole property of Canadian Kodak Co., Limited, Toronto, Ontario.

