SHERWIN-WILLIAMS CODE OF PRINCIPLES

1—To win on our merits.
2—To be the best and largest concern of the kind in the world.
3—To be broad and liberal as well as aggressive in our policy and methods.
4—To take a pride in our institution.
5—To be loyal to the Company and to each other.
6—To foster good fellowship among ourselves, and to take pleasure as well as profit out of our work.
7—To strive constantly for the improvement and advancement of the business and ourselves.
8—To be considerate, polite and courteous in all our dealings within and without the Company.
9—To be high toned in everything, everywhere.
10—To grow in knowledge and character as well as in size.

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An Outline of Paint and Varnish History

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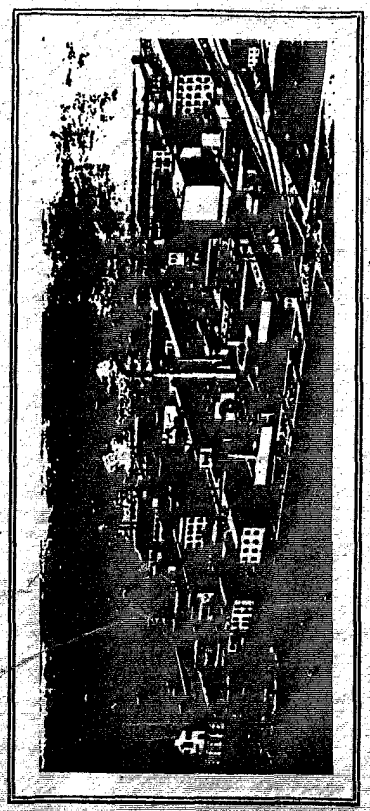
NEARLY SIXTY YEARS OF CONTINUOUS CONTROL AND MANAGEMENT

A BRIEF SKETCH
1866-1922

"What is worth doing, is worth doing well"

THE SHERWIN-WILLIAMS CO.

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The Chicago Plant, probably the most modern and complete paint and varnish plant in the world. The Sherwin-Williams Co. also operates factories at Cleveland, Oakland, Cal., Newark, N.J., and has affiliated plants at Detroit, Montreal, London, Sydney, Australia, Boston, Dallas and Lincoln, Neb.

An Outline of Achievement in the Paint and Varnish Industry

1. In the Beginning

Nearly sixty years ago—in 1866—there was hung on the commercial horizon a new "shingle" reading "Sherwin-Williams & Company." It was a bold step to take on a capital of $2,000, but Henry Alden Sherwin saw the opportunity and seized it. He admitted some years afterward that he only seized at the time one of three business offers—one which was the least remunerative of the three, but one which seemed to give the most promise.

With the motto before him "What is worth doing, is worth doing well," he built on a solid foundation—quality, thoroughness and integrity. It was always his endeavor to do everything he could to establish a good reputation by giving good measure and to avoid every trick that would save a penny at the expense of the other fellow.

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HENRY ALDEN SHERWIN

Henry Alden Sherwin was born September 27, 1842, at Baltimore, Vermont; son of Alden W. Sherwin and Rachel (Bachelder) Sherwin.

Mr. Sherwin was educated in the public schools of Vermont. At the age of thirteen he commenced his business career, and for six years worked at various occupations. In 1860 he came to Cleveland and entered a dry goods firm as a junior clerk, and was promoted to bookkeeper when he was with this concern only two years. He next ventured into the wholesale grocery business, starting as bookkeeper, subsequently becoming a member of the firm.

In July, 1866, he left this business to become the founder of the present paint industry, starting under the name of Dunham & Company, and it remained so until January, 1870, when E. P. Williams was taken into the firm, and it became Sherwin, Williams & Company. In 1884 this Company was incorporated into The Sherwin-Williams Company.

A new partnership was formed in January, 1870, with E. P. Williams and A. T. Osborn. Mr. Williams brought to the business the ability, energy and support which was required in that growing stage. Mr. Osborn was head accountant. About that same time S. P. Fenn joined the force and his wise counsel on financial matters for a period of over fifty years has left an indelible impression on the organization.

D. R. Averill of Newburgh, Ohio, invented a liquid paint about 1866. This paint, while it did not settle in the package, could only be made from a formula which in Mr. Sherwin's opinion would not and could not produce a reputable paint. Mr. Averill thought he had made a great discovery and that a fortune was in his grasp. He was a pioneer in a great industry, but his line of procedure was not wisely chosen, so that he, and those associated with him, never quite realized their ambition. His hope was to monopolize the business through his patents—something that any sane paint chemist knows cannot be done.

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From these so-called "patent paints," as all liquid paints were called for many years, there came to be a well-founded prejudice against prepared paints, but nevertheless the way had been opened and gradually the larger and older manufacturers began to turn their attention to the production of paints in liquid form of a reputable quality.

From this point forward there is one continuous record of history and progress. It is only necessary to outline the results. S-W Paint was put on the market as the outstanding paint from a quality and full measure standpoint. Its reputation, which was destined to become world wide, started almost immediately with its distribution. The chief claims for the paint were its weight, the quality of its raw materials, the thoroughness of its grinding and mixing, its covering capacity, its ease of application, its durability and its economy.

These claims have had abundant verification for over half a century and today SWP, which was then simply Sherwin-



EDWARD PORTER WILLIAMS

Mr. Sherwin's partner from 1870 until his death in 1903. Mr. Williams was Vice President until his death on May 4th of that year. He graduated from Western Reserve University in 1864 with Phi Beta Kappa honors. During the course, he ran away and enlisted in the army long enough to train at Columbus, guard prisoners at Vicksburg and be invalided home. He married Mary Louise Mason of Utica, N. Y. in 1869. Six children were born to them, four surviving and living today—Edward M. Williams, a Director; Mrs. Abram Garfield; Lewis Williams; Mrs. A. D. Baldwin. Mr. Williams, just before his death, expressed the hope of doing his share in civic and educational affairs—a hope that his oldest son, Edward, has realized in a most creditable manner.

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Williams Paint, while it has a host of competitors, stands out as the standard house paint by which others are measured.

Various experiments resulted in definite developments in the manufacture of paints and paint making machinery. This lead to various lines being added to the original house paint. They included paints for railroads, paints for buggies, paints for the manufacturing trades, paints for the marine trades, etc. "The right quality paint and varnish for every surface" had its beginning back in those early days, when even then it was recognized that one formula would not furnish a paint or a varnish for all purposes and that different surfaces required different surface treatments in the matter of drying time, whether the surface was to be walked on, whether it was to be rubbed, etc.

When Mr. Sherwin began business a carload was twenty tons—now it is fifty or more. There was no through railroad to the Pacific Coast—no Suez Canal, no Panama Canal, no telephone,

no dynamo, no electric light, no storage battery, no electric railway, no wireless, no steam turbines, no typewriter, no airship, no automobile, no radio.

During the early activities of Mr. Sherwin, Mr. Williams, Mr. Osborn, Mr. Fenn and others of the organization, North Dakota, South Dakota, Montana, Idaho, Washington and many other States, were not yet admitted to the Union and there were still many "Territories."

Mr. Sherwin died in June, 1916, having lived to complete the Fiftieth Jubilee of The Sherwin-Williams Company.

2. Men at the Helm

Leadership has been the prominent feature of Sherwin-Williams management since the beginning. Coupled with character, it has been an unfailing policy of the company to have men at the helm who will be all that is expected of them both inside and outside the company. In a sense, the company has always felt its responsibility to furnish

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the various communities where it operates, with men who can and will add something to the civic environment.

Mr. Sherwin was a man of highest ideals—clean, scholarly, friendly. He was a great reader a id lover of books, fine bindings, and graphic arts. He had an unexcelled collection of works on angling, which sport interested him deeply. He was also a lover of the outdoors and had a model farm at Willoughby, Ohio, which his family still maintains.

A man of Mr. Sherwin's kind naturally gathered around himself men of the right sort. They were not always identical with him in their make-up, but they were men who had vision and could build as Mr. Sherwin wanted to build—for permanence.

Mr. E. P. Williams had a remarkable personality. He was active in the selling end of the business and made a host of friends wherever he went. His partnership brought with it progress and push and this prevailed until the time of his death in 1903. His two sons,



SERENO P. FENN

Sereno P. Fenn, Vice-President of The Sherwin-Williams Company, was born April 28, 1844, at Tallmadge, Ohio, the son of Sereno and Elisa Fenn. His parents came from New England. He was educated in the public common and high school, Tallmadge, Ohio, and the Humiston Military Institute of Cleveland, Ohio. His first occupation was with the U. S. Pension Bureau, Cleveland, Ohio, subsequently with the Big Four Railroad, where he remained six years. Since 1870 he has been connected with The Sherwin-Williams Co., in the positions of Cashier, Treasurer and Vice-President. Mr. Fenn was a member of the 164th Regiment, O. V. I. in the Civil War. He has been prominent in church activities in Cleveland for a great many years and a member of the Old Stone Church for fifty years.

His connection with the Y. M. C. A. of Cleveland as president numbers a score of years and he is a member of the International Committee of the Y. M. C. A. Mr. Fenn is still active as Vice President, Secretary and Treasurer in active participation in the companies affairs. President Cleveland Y. M. C. A. over 25 years.

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Edward and Lewis, entered the business. Edward was identified with the Railway Sales Department for several years, until his retirement from active work, although he is today a director of the company and President of the Board of Education of Cleveland. Lewis Williams, who is retired, was active in the purchasing end of the business for many years.

There were many notable men in the partnership in those early days, among whom could be mentioned Mr. A. T. Osborn, Mr. Wm. Hogarth, Truman Dunham, G. O. Griswold, Wm. H. Glover, John F. Weare, S. P. Fenn, J. C. Beardslee.

The traveling staff was made up of eight men in 1881—A. W. Ballard (still living in Omro, Wis.), Dave Fisher, C. H. Hanna, J. B. Hanna, E. E. Lewis, D. S. Merchison, W. C. Weedon and C. S. Wheeler.

Mr. Fenn, who entered as bookkeeper, brought to the business a wealth of financial advice, which was sound, and has been to this day. He has been Treasurer and a Vice President for the

past many years. He is very prominent in Y. M. C. A. work as well as church work and was president of the Cleveland Y. M. C. A. for over twenty-five years.

About 1896 there entered upon the horizon a young man named Walter H. Cottingham, who was destined to have a most important part to play in the development of The Sherwin-Williams Co.

His rise with the company was meteoric and he became directing head of the sales end of the business, putting an aggressive force behind it that made things hum. He was made General Manager of the company after making good in a big way as Assistant General Manager.

Mr. Cottingham's connection with the company is coincidental with its start to newer and bigger sales records. His plans and campaigns began to become the talk of the industry and his personal leadership made these plans always successful. His stirring editorial messages would inspire the staff with confidence

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and enthusiasm, and there has been no stopping, ever since.

Today Mr. Cottingham is President, and in addition is Chairman of the Board of Directors. He has been regarded for years as the leader in the paint and varnish industry of the United States, England and Canada, as well as Australia, in all of which countries the parent company is prominently identified.

The Board of Directors, with very few changes, has been the same except for additions, for the past two or three decades and the same men control the business and guide its destinies: W. H. Cottingham, chairman; S. P. Fenn, G. A. Martin, J. C. Beardslee, E. M. Williams, W. B. Albright, E. M. Richardson, H. D. Whittlesey, F. H. Goff, Z. E. Martin and Thos. Neal.

Other executives and department heads are picked and chosen on these same lines and most of them, including factory heads, foremen and superintendents, have served the company from ten to forty-five years. In one group

at the Cleveland plant, five employees total over 200 years' service with the company.

3. Expansion and the Company Today

From the small retail beginning on Superior Street, Cleveland, 1866, it was not long until there was a steady expansion program under way. This included perfecting the organization, developing good business methods, installing systems and putting into effect the best business practice.

In 1869 a Linseed Oil Mill was constructed in Cleveland, the first step toward the complete development which later was to give The Sherwin-Williams Company the direct control of practically all of the important raw materials entering into the manufacture of its products.

The financial panic in the Fall of 1873 was passed through unscathed and during that year the first manufacturing plant was established on the Cuyahoga

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WALTER H. COTTINGHAM

1866—Born in Omemee, Ont., Canada.
1881—At age of fifteen, Clerked in retail hardware store, Peterboro, Ont., Canada.
1887—Went to Montreal to make gold paint and other specialties.
1891—Owned Walter H. Cottingham & Co.
1894—Obtained Canadian Agency for Sherwin-Williams Paints and Varnishes.
1901—Organized The Walter H. Cottingham Co. and The Cottingham Varnish Co. to manufacture Sherwin-Williams Products in Canada.
1907—Merged The Walter H. Cottingham Co. of Montreal with The Sherwin-Williams Co.
1897—Was made Director of The Sherwin-Williams Co. and Manager of its Canadian business.
1898—Was appointed General Manager of The Sherwin-Williams Co.
1903—Was made Vice-President and General Manager of The Sherwin-Williams Co.
1909—Was elected President of The Sherwin-Williams Co.
1909 to Date—President and Chairman of the Board of Directors.

river in Cleveland. The manufacture of Paste Paints, Oil Colors and Putty was entered into.

In 1876 Mr. Sherwin had experimented with and developed special grinding mills for paint manufacture, which proved a complete success in 1877.

In 1880 the Chicago Office was opened and land was purchased on Canal Road, Cleveland, for offices and warehouse.

The next few years saw the establishment of sales conventions, and the concentration of the business along manufacturing lines with plant extensions made. The capital was increased in 1886 to $400,000. New York Offices were opened. Land was acquired in Kensington, outside of Chicago, for manufacturing purposes.

Offices were gradually opened at Boston and other points and distribution outlets were established in various cities.

The Company started manufacturing its own boxes in 1893.

In 1894 Canadian manufacturing arrangements were completed with the

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Walter H. Cottingham Company and Cottingham Varnish Company.

These companies were later merged into The Sherwin-Williams Company in 1897, from which time the Canadian business expanded rapidly.

In 1901 the capital was increased to $1,500,000.

The Newark, N. J., plant was erected.

In 1902 the capital was increased to $2,500,000. Land was purchased and Linseed Oil Plant established at Cleveland. Land was purchased for a factory in Montreal.

In 1903 the capital was increased to $3,500,000. Dry Color Works was established at Chicago.

In 1904 Lead and Zinc Mines and Smelters were purchased in New Mexico and Missouri to control these important raw materials.

The following year European connections were established with Lewis Berger & Sons, Ltd., London, England, and many warehouses were projected.

In 1909 the capital was increased to $8,000,000.

A Detroit factory was established in 1910, and the following year Dry Colors and Insecticides were manufactured at Newark.

In 1913 the capital was increased to $9,000,000, with many more distributing depots added.

The year of 1916 was celebrated with a Jubilee Convention, fittingly commemorating fifty years of successful business, and several hundred sales representatives from all over the world were brought to Cleveland on this occasion.

From 1916 to the present time, the greatest expansion has taken place, not only in capital, but in sales and in the addition of new lines of manufacture and the acquisition of added plant capacity.

When the world war broke out and the United States was cut off from outside sources of supply, The Sherwin-Williams Company was among the first American concerns to develop Dyes,

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Colors and Chemicals. This branch of its business is a very important factor today and The Sherwin-Williams Company is recognized as a foremost producer of Coal-Tar Products, Dyes, Chemicals, Intermediates, and Coal-Tar Derivatives. This led to the manufacture of Disinfectants, Cattle Dips and Wood Preservatives.

Many Specialty Products were added, such as Cleansers and Polishes, Soaps, Hat Dyes, and there has been a tremendous development in the old established paint and varnish lines with the addition of products to meet every conceivable painting and varnishing requirement.

The present capital of over $30,000,000 has been a development in these past few years. During this time the company's growth in sales has been tremendous and following the peak year of 1920, the record for 1921 and 1922 has been nothing short of remarkable in the matter of increase in output in pounds, gallons and packages compared to previous periods.

The manufacture of White Lead has come to be one of the large and important operations of the company, and its Old Dutch Process Lead is recognized everywhere as having no superior.

The company's Research Laboratories, Testing Laboratories and plant facilities, together with its unexcelled sales organization, have placed it in a commanding position in the industry, where its past leadership was not only recognized, but its present and future leadership is conceded.

4. Facts in Capsule Form

The Sherwin-Williams Company is the largest importer and consumer of Varnish Gums.

The Sherwin-Williams Company is one of the largest purchasers of Flax from the Northwest and Argentine markets; it crushes and refines its own Linseed Oil and is one of the largest distributors of Linseed Oil Products.

The Sherwin-Williams Company is one of the largest corroders and manufacturers of White Lead in Oil.

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GEORGE A. MARTIN

Mr. George A. Martin, Vice President and General Manager was born in 1870.

At the age of fifteen after a grade school education he went to work for a Chicago Banking House as messenger in the stock yards. He was soon promoted to the purchasing department where it was his duty to buy paint for refrigerator cars.

Leaving this work he built a plant at Calumet called The Calumet Paint Co., making railway paints.

In 1901 The Calumet Paint Co. became a unit of The Sherwin-Williams Co. and Mr. Martin was appointed Manager of the Western District and developed that district to one of the largest in the organization.

In 1905 Mr. Martin came to Cleveland in charge of the Auxiliary Departments including the lead, zinc and copper mines, linseed oil plants, power plants and the tin can department.

Became Vice President in 1910.

In 1921 was made Vice President and General Manager of the entire business.

Leading railroads specify and purchase Sherwin-Williams Railway Finishes.

Lake captains and marine interests are large users of Sherwin-Williams Marine Finishes.

Sherwin-Williams Insecticides and Fungicides have an international reputation and farmers and growers each year look to the company for their supplies of spraying materials to combat the infestation from pests of all descriptions.

The Sherwin-Williams Company has played an important part in the fighting of the Army Worm and Boll Weevil in the cotton belt.

It is conservatively estimated that 1,500,000 homes are painted with S-W Prepared Paint.

The "Cover the Earth" trade-mark is known in practically every civilized country due to the early entry of the company into export fields.

Many of the world's largest office buildings, hotels, theatres, churches, bridges and other structures are finished with S-W Architectural or Metal Protective Finishes.

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The Sherwin-Williams Company is an outstanding leader in Industrial Finishes, supplying leading manufacturers with finishes for the upkeep of their plants, as well as for the better appearance of their products. This includes finishes for kodaks, office furniture, machinery of all kinds, lead pencils, shoes, shoe buttons, automobiles, trucks, wagons, boiler fronts, smokestacks, typewriters, telephones, talking machines, pianos and almost every conceivable surface. Each surface needs a special analysis and prescription.

Many of the world's finest automobiles, as well as the cheaper cars, are finished originally and refinished as required with S-W Automobile Finishes.

The Greater Sherwin-Williams Company employs between 5,500 and 6,000 people.

The Greater Sherwin-Williams Sales Force numbers over 800 traveling representatives.

The Company maintains over 90 warehouses and distributing points in addition to its five main factories.

The number of retail merchants handling the Sherwin-Williams Line is estimated at 25,000 to 30,000 and its regularly established agents are to be found in almost every city and hamlet.

The company does practically all of its own printing, sampling and binding in a modern, fully equipped Printing and Sampling Department at Cleveland.

The Kensington Plant of The Sherwin-Williams Company, extending from the Illinois Central tracks to Lake Calumet, are generally recognized as the largest paint and varnish manufacturing plant group in existence. The manufacture at this point includes—Paints, Varnishes, White Lead, Lithopone, Insecticides, Dry Colors, Coal-Tar Products, Dyes, Chemicals, Red Lead, Litharge and many specialties.

The distribution of S-W District Offices, Division Offices and Territories is such as to give the trade in all sections best possible shipping and delivery service.

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The Sherwin-Williams Tin Can Plant at Chicago is recognized as one of the most modern and efficient tin can plants in the country and furnishes containers for practically all of the Company's paint and varnish products.

The manufacture of Lithopone as engaged in by The Sherwin-Williams Company has enabled it to put out a superior flat wall finish and Eg-Shel Mill White for plant upkeep use.

Sherwin-Williams is known as one of the largest national advertisers and through its system of national, direct, local and dealer advertising, has built up what is called "The Sherwin-Williams Proposition" to a point which is regarded by the retailer as a most desirable line to carry. This is even more true in these competitive days where quality and prestige count for so much than it was in the old days. Its campaigns and promotion plans are changed and improved each year to meet the new conditions and to bring the maximum consumer trade to the retail outlets.

Architects specify Sherwin-Williams Products in constantly increasing numbers as they recognize the importance of the highest quality varnishes, stains and enamels in new construction work.

The control of The Sherwin-Williams Company is in practically the same hands as it was at the beginning. The stock has always been held in a large measure by officers and employees, and has never been a speculative stock in any sense. It has an enviable record as an investment security.

The Sherwin-Williams Company is a prominent manufacturer of Insulating Varnishes and Compounds, supplying leading manufacturers of electrical equipment with this material.

The Sherwin-Williams Company supplies the implement manufacturing trades with a large percentage of the colors and materials used to finish their products. The same is true of the Street Railway lines.

Many of the world's leading pianos are finished with Sherwin-Williams Piano Finishes.

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The Sherwin-Williams Company operates and maintains a complete decorative service and supplies color schemes and suggestions to any home owner interested in availing himself of such a service.

Sherwin-Williams research chemists developed a special treatment of linseed oil for Old Dutch Enamel, which makes a superior enamel for high grade architectural finishing.

The company played an important part in the war, particularly in the working out of a highly successful varnish for airplanes. Large quantities of shell lacquers and marine finishes were turned out, also camouflage colors and freight car paints.

The diversified line of manufacture engaged in by the company always assures ample scope for the company and its retail distributors to grow and expand.

The Company's Export Department at Newark, N. J., books and makes shipments of S-W Products all over the world. The "Cover the Earth"



H. DEWITT WHITTLESEY

H. DeWitt Whittlesey, Vice President and Managing Director of Sales was born in Madison, Wisconsin. At the age of 14 he left the farm and entered the wholesale drug business. Length of service in the wholesale drug business 30 minutes. Entered the same day the employ of the Sherwin-Williams Co. as office boy. He then occupied positions of Bill Clerk, Entry Clerk, Chief Clerk, Assistant Sales Manager, and Sales Manager of the Cleveland Sales Division. Transferred to Newark, N. J. as District Manager. Organized and developed the export business necessitating the development of an eastern plant at Newark. Transferred back to Cleveland as Managing Director of Sales and appointed a director in the company. In 1919 was made Vice President and Managing Director of Sales.

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trade-mark is almost as well known in China, Japan, Australia, the Argentine, Brazil, Chili, India and South Africa, as in the United States. Many retail agencies are enjoying a splendid sale of our products in these countries.

The company is a leading producer of cattle dips and fly sprays.

Some Sherwin-Williams Leaders

A Product for Every Purpose

SWP Prepared. The Leading Mixed House Paint.

Flat-Tone. A Flat Oil Paint for Walls and Ceilings.

Marnot. A waterproof, tough durable floor varnish.

Scarnot. A beautiful and serviceable varnish for woodwork and furniture.

Rexpar. An elastic, waterproof and weatherproof utility varnish for outside surfaces.

Old Dutch Enamel. Whiter than the lily. A remarkable white enamel.

Old Dutch Process White Lead. Extremely fine and white.

Handcraft Stains. (Penetrating).

Floorlac. A varnish stain—Fast and Durable colors.

Decorative Department. A decorative Service for home decorators.

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THE SHERWIN-WILLIAMS CO.

FACTORIES AND OFFICES

CLEVELAND, 601 Canal Road, N. W.
CHICAGO, Pullman Station
NEWARK, Brown Street and Lister Avenue
MONTREAL, 897 Centre Street
LONDON, ENGLAND
SYDNEY, AUSTRALIA

WAREHOUSES AND OFFICES

ALBANY, 360 Broadway
BALTIMORE, 6 West Fayette Street
BINGHAMTON, N. Y., 115 Court Street
BIRMINGHAM, 2021 N. Third Avenue
BOSTON, 11-13-15 Stillings Street
BUFFALO, 66-68 Erie Street
CHICAGO, City Office, 1101 People's Gas Building
CHICAGO, Warehouse, 2255-57 LaSalle Street
CINCINNATI, Sixth, corner Main Street
COLUMBUS, 14-60 East Chestnut Street
DALLAS, 1013-21 Wall Street
DENVER, 626 Fifteenth Street
DETROIT, 475 Trombley Avenue
FORT WORTH, TEXAS, 700 Houston Street
HOUSTON, 2106-16 Preston Street
INDIANAPOLIS, 34 S. Meridian Street
KANSAS CITY, Hickory Street and St. Louis Avenue
KNOXVILLE, 500 Gay Street
JOHNSON CITY, 106 Main Street
LONDON, ENGLAND, 7 Well Court, Queen Street, E. C.
LOS ANGELES, 816-822 Traction Avenue
MINNEAPOLIS, 701-705 Third Street, North
NASHVILLE, Fifth Avenue and Union Street
NEW ORLEANS, 317 Camp Street
NEW YORK, 119-123 West 31st Street and 116-120 West 32nd Street
OKLAHOMA CITY, 20 California Avenue
OMAHA, Corner Tenth and Dodge Streets
PASADENA, CAL., 113-115 East Colorado Street
PEORIA, ILL., 318 S. Adams Street
PHILADELPHIA, Delaware Avenue and Chestnut Street
PITTSBURGH, 627 Liberty Avenue
PORTLAND, ORE., 469-471 Everett Street
RICHMOND, VA., 15-17 S. Seventeenth Street
SAN ANTONIO, 101 East Commerce Street
SAN FRANCISCO, 484-486 Second Street
SAVANNAH, 745 Wheaton Street
SEATTLE, 518 First Avenue, South
SPOKANE, corner Railroad Avenue and Wall Street
ST. LOUIS, Second and Clinton Streets
TORONTO, 86 York Street
VANCOUVER, 667 Powell Street
WACO, 720 Austin Street
WINNIPEG, corner Vincent and Whyte Avenue

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