

## REFERENCE

general administration of these undertakings would be conducted by the sons of the principal citizens. If these results did not begin to follow at once after the completion of the contract, then disappointment more bitter still would follow from this latest effort to revive the fortunes of Sault Ste. Marie.

I am not recounting these early experiences in a spirit of criticism or of complaint; the attitude of the citizens of Sault Ste. Marie was entirely natural and human, and this occasion demonstrates that these same citizens were possessed of all the stamina and all the virility and good sense necessary to win for them and their community ultimate success. The projects contemplated at the time of my first arrangements with the town of Sault Ste. Marie were of a character and of a scale quite unknown, and of necessity entirely unappreciated, not alone by the citizens of Sault Ste. Marie, but quite as little understood by the citizens of the larger cities of Canada. No example had come to the knowledge or experience of the citizens of Sault Ste. Marie of industrial undertakings of the character or magnitude of those proposed, and it was only natural and justifiable that the time and the effort and the technical skill and the forethought necessary to produce the works which you see here should not have been conceived of.

I remember well with what a feeling of chagrin I listened to the criticism of my associates at one of our meetings when it was suggested that I had not seemed to secure the good will and popular sympathy of Sault Ste. Marie. My reply was that successful works would soon secure sympathy, but that to turn over the administration of them to the community would soon result in the ruin of both works and community. Night and day, year after year, the construction and operation of these works have gone on. With the exception of the Lord's Day, there has never been an hour for six years when the hammer has not been heard about these works. With an equal persistence the intelligence of the citizens has been hammered; every month has seen some little advance in the income of the merchant, the landlord and the laborer. Month by month the population has gained in number, and day by day the citizens