

in agricultural pursuits. We crossed the Channel into Newfoundland, and we have almost 4,500 miles from the first factory in the East to the last factory on the Pacific Coast. We have six hundred odd establishments working for us. We have between 200 and 250 for which we are directly responsible to supply with raw product, and these factories, as far apart as four thousand miles, separated by all the physical conditions incident to the weather in this country, are absolutely dependent upon the good sense, the judgment and the capacity of this Board to supply them with the raw product which will keep them going day by day. We purchase steel and ship it 1000, 1500 and 2000 miles to have it forged. We ship it from the forging plants back again five or six hundred miles, or forward two thousand miles to machining plants. We purchase the other component parts of the shells from manufacturers as far South as Florida and as far East as the United States or Canada carries you. We gather these parts and send them to remote points, and every manufacturer from ocean manufacturing and assembling shells is dependent upon what we may accomplish in delivering these forgings and components that they may keep up sustained deliveries of finished shells.

We are in the peculiar position of being under obligation to deliver these products necessary for war, and which we have undertaken to deliver at a stated time, and yet we have absolutely no authority over any one of the plants wherein the work is being done, with the exception of the fuse plant which my friend Gordon so efficiently organized in Montreal. Failure on the part of railways to move the components, failure on the part of steel plants to produce the product, failure in any one of the various plants to produce the materials required for shipment to the remote point means disappointment, means delay, means sometimes at the head office seven or eight hundred telegrams, many of them so hot that you would think they would burn the wire while they are in transit.

The Board has considered they were trustees for the Imperial authorities, hence in carrying on this business they adopted the simple principle in awarding contracts that no patronage, no favours, no consideration of personal or family, or social or party