

# ADDRESS

DELIVERED AT

OTTAWA CANADIAN CLUB

BY

MR. J. W. FLAVELLE

DECEMBER 16TH, 1916

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MR. PRESIDENT AND GENTLEMEN,—

The Board with which I have the honour to be associated is responsible to the Minister of Munitions in Great Britain. The Government of Canada is not responsible for any of our acts and does not seek to interfere with our freedom. We have from the first been under a debt of obligation, over and over again renewed, to the Prime Minister for consistent support, for counsel at all times and for such help as we might ask him to render us. We have been under obligation to the Minister of Finance and to the bankers who worked in association with him, for the invaluable service which has been rendered in the assistance given in payment of munitions produced in this country.

The Board conceived that its first duty was to seek to organize so that the work committed to its care should be efficiently performed. We believed that the sound way to gather more business was to do the business already committed to our care well; and it is a satisfaction to be able to say that the Minister and those associated with him have indicated that they have confidence in what has been done, and that they think Canada, as well as the Board, has served them a very good turn. (Applause).

The extent of our organization, the character of our work, and the number of people who are serving us, will occasion surprise. We have in the head office, in Ottawa, a staff of six hundred odd men and women, and we have, scattered over the