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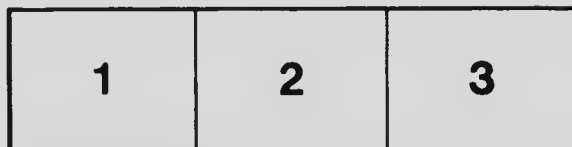
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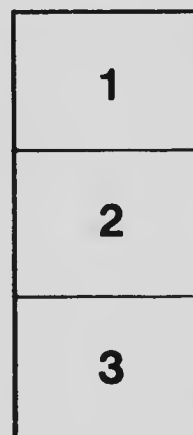
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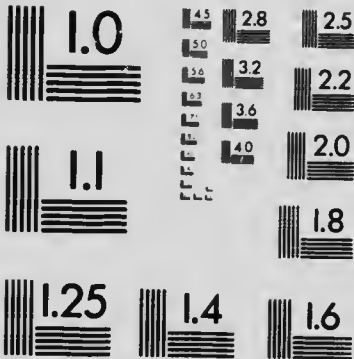
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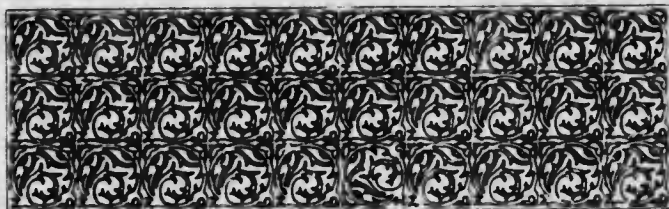


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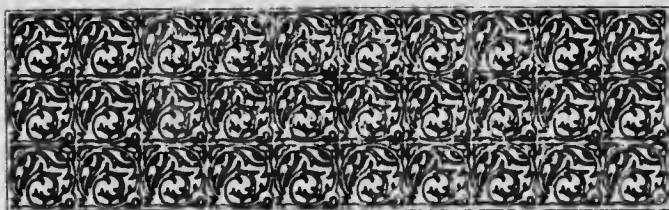


## **ADDRESS**

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**Mr. Francis H. Clergue**

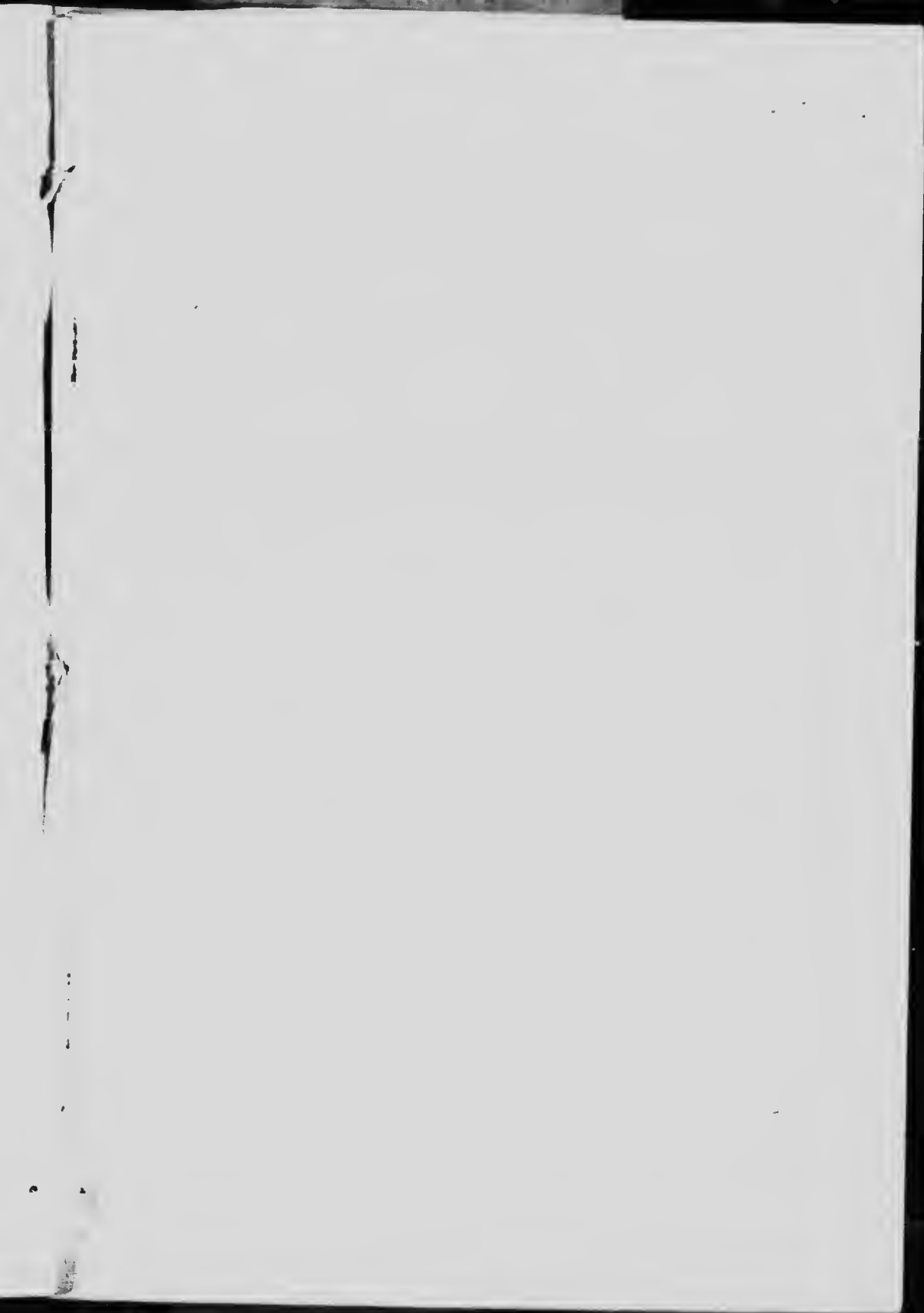
at the Complimentary Banquet  
tendered him by the citizens of  
**SAULT STE. MARIE, MICH.,**  
at Hotel Iroquois, ~ Thursday  
evening, February 21st, 1901.



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## **A D D R E S S**

**DELIVERED BY**

**Mr. Francis H. Clergue**

at the Complimentary Banquet  
tendered him by the citizens of

**Sault Ste. Marie, Michigan,**

at Hotel Iroquois, & Thursday  
evening, February 21st, 1901.

B. O. R.  
NO. —

## Address Delivered by Mr. Francis H. Clergue.

Mr. Chairman and gentlemen: I have not yet fully recovered from the effects of a warm homecoming reception which I received at the generous hands of the citizens of Sault Ste. Marie, Ontario. Their enthusiastic plaudits and flattering compliments still keep me awake nights, but beneath the flow of their eloquent praise, I discovered an under-current of complaint and reproach. In fact in the case of some of my closer acquaintances it was said, with no effort at concealment, that I was in one respect unworthy of citizenship at Sault Ste. Marie. I was and too long had remained a single man. For too long I had been apparently oblivious to those charms and delights afforded only by the society of the gentler sex which form the true essence of life. In self-defence I feel bound to confide in you the motives which have won for me this unhappy reputation, since I shall be too much distressed if my friends in Sault Ste. Marie, Michigan were to add their criticisms to those of their confreres on the Canadian side. I confess now, I am and have for a long while been, in love. My condition in this respect is embarrassing, for I am and have been in love with two damsels. The charms of these ladies seem to be incomparable and almost identical. In complexion, in stature, in physical and intellectual attributes they seem equally charming. When I am enjoying the society of one I am content; in the companionship of the other I am happy.

when I am alone I repeat Old John Gay and reflect "How happy I could be with either. Were I other dear charmer away." With two such sweethearts demanding my time and attention what a deuce of a time I should have in an effort to keep a wife good natured! The awkwardness of my predicament is greatly increased from the fact that these twins bear the same name—the sweet and softly sibilant name of "Soo." Does not this confession excite your sympathy? I feel certain that on this occasion no unkind reference will be made to my personal misfortunes.

An enthusiastic citizen of your town declared to me today that at last Sault Ste. Marie had found itself in a formative condition, and that out of the efforts of citizens as individuals, as a body, and from the efforts of their allies from away, this little community at the rapids was taking on the shape and form of an important metropolis. His description was inexact; the geographical dot upon which the present town and coming metropolis of Sault Ste. Marie is located has been in a formative condition for many millions of years. The progress it has made in shaping itself into form has seen interruptions, and has not perhaps been uniform and continuous, but the *raison d'être* of the city, whose foundations you may think yourselves to be laying, dates much further back than the present century. When this globe which we inhabit, by laws of nature antedating not only human experience but human conception, originally a cloud of vapor, became condensed into the form of a liquid drop, which in its turn in the revolution of ages became incrustated with solid matter and formed that outer frame work, which we call earth, the convulsions and the crumbling and the cracking due to the contraction of the earth's surface and the expansion of the inner gases, resulted in the configuration of the present surface of the

globe, whereon we find high mountains and deep seas, long rivers and broad lakes. One's mind, if at all controlled by human reasoning, cannot conceive that the topographical features of the surface of the globe were due to any intelligent force, but the blind action of the law of gravitation forced mountains into the air and depressed valleys beneath the sea. So that when that great chasm in the earth's surface, which we now call Lake Superior, was filled with water by the rains of heaven, until overflowing, an outlet was found first over the famous beaver dam between Cape Iroquois and Gros Cap, but which bursting away found its ultimate and permanent check and barrier on the old red sandstone ridge of Sault Ste. Marie; it was in that distant period that Sault Ste. Marie started upon its formation as a gathering place of mankind, destined, we may hope, to become the place of happy residence and useful occupation for hundreds of thousands of people. I deny that it is solely due to any of our citizens, however industrious, progressive or imaginative, that Sault Ste. Marie is becoming a populous city; the justification for a great city at this point consists first in its own physical situation, and second in the nature of the region surrounding it. Mankind has been distinguished from other forms of life because of the superior degree to which his intelligence and reasoning powers have advanced. Those representatives of the human race, who by accident or design have become residents of Sault Ste. Marie, would be under the average of their race in perspicacity and acumen if they failed to see and appreciate the extraordinary advantages existing here awaiting only intelligent human direction to make this spot a profitable abiding place for a large congregation of people.

I am, as you observe, approaching the personal question, and while I give you full credit for the

courage and intellectual force which inspires all pioneers in seeking to better their condition. I must say that you and I would only have ranked in the category of indolents if, coming here, we had failed or neglected to have appreciated our opportunities, and to have devoted our intelligences to their utmost development. This courteous and cordial greeting which you offer me after my return from an unusual indulgence is most sincerely appreciated, but I disclaim personal vanity and must refuse to accept your congratulations as evidence of an extraordinary or unusual application of human endeavor. I should have been stupid and less than ordinarily intelligent, if, seeking an opportunity to invest money in hydraulic development, I had known of Sault Ste. Marie and ignored it; if, in developing this water power, I had been blind to the most useful materials existing in juxtaposition thereto; if, needing those materials I had failed to provide the necessary means of transportation therefor to the site of our water wheels. And you who have been my associates and co-partners in originating and carrying forward these developments which now promise so much, have to the extent and in the manner required of you contributed equally, each his share. It has been our consolidated effort which has brought about these results, and the only individuals who are entitled to your compliments and gratitude for the realization of your hopes are those intelligent, courageous and progressive people in the City of Brotherly Love, who have had that confidence in you and in me and in Sault Ste. Marie which has secured the vast sums necessary to apply to these natural advantages those artificial facilities necessary for their enjoyment. Philadelphia, my friends, has from the days of William Penn borne a reputation which might be called the reverse of progressive; but my observation of the attributes of that com-

munity has satisfied me that Benjamin Franklin was not misdirected when he went to Philadelphia to learn the lessons taught by lightning. You and I have been made the agents of that enlightened community by which the magnificent treasures of nature, which can only be reached via this portal, can now be made accessible for the advantage of man.

As the personal representative of these confiding and confident capitalists you have invited me here to receive your congratulations. I shall be proud to act as a vehicle to convey them to those gentlemen who are really responsible for the present happy auguries of Sault Ste. Marie.

It will, perhaps, be a comfort to you if I exposed the elementary principles, upon which the undertakings of hydraulic development at Sault Ste. Marie are based in order that you yourselves may judge of the probability of the continued advance of your community. For you must realize that no man ever acquired wealth by taking money out of one pocket and putting it into the other; real addition to your wealth can only be acquired by putting your hand occasionally into the other man's pocket. Our friends, whose fortunes now appear so promising as brokers or speculators in real estate, and our friends the merchants whose shops every day are visited by an increasing throng, and our friends of the hotels whose visitors' list daily elongates, will suffer an uncomfortable relapse into that condition of financial ill health which formerly existed here unless these constructions which have increased so largely the currency in circulation shall, after construction, become successful manufacturing enterprises, kept in continuous operation and the products of which shall continually draw money from the pockets of other regions. A manufacturing community within whose gates the smoke of the furnace and the

grinding of the gear never cease is almost without compare as affording a source of livelihood for mankind. If well situated with its raw materials existing in its neighborhood, its finished products circulate about the globe, reaching into the pocket of the other man for that standard of value called gold to replenish the blood in the commercial veins of the manufacturing community. But if some day the smoke ceases to find its way from the smoke stack, and the noise of the water wheels be stilled, then almost in an instant the life of the laborer and of the tradesman and of the banker changes from one of happiness and enjoyment to one of disappointment and depression. You observe how necessary it is that no interruption should occur in the operation of a manufactory. Factories are closed for only one reason the world over, and that is because it is found the factory cannot run at a profit for the owners thereof. But since the artificial wants of mankind have become, with the advance of civilization so various, it cannot occur that all of the factories throughout the world can be closed by any cause. What happens is this: the ebb and flow of the commercial tide operates around the globe, not as regularly but as certainly as the ebb and flow of the tides of the ocean. There are good times in some industries and bad times in others; there are good times in the same industry in some parts of the globe and bad times in other parts. The extreme fluctuations of this tide are being reduced with the growth of transportation facilities around the globe, whereby at a constantly lessening cost the resources of one region are transported to that other region where those resources are required, a surplus is distributed where there is a shortage, and from this cause the extremes of high and low prices are coming nearer together. However, it does happen that with the swinging of this tide those factories so lo-



ated as to require a greater expenditure for raw materials or for power than other competitors must close, and until a return of the tide of human requirements will reward the owners of the factory it must remain closed to the detriment, and perhaps distress, of the community in which it is located. The constantly diminishing profits enjoyed by manufacturers, due, as explained, to the fact that the products of a well located factory can quickly and cheaply enter the territory of a poorly located factory, has prompted sagacious business men to study with closest scrutiny the question of resources before investing in a manufacturing plant. Such a study was made of Sault Ste. Marie by the Philadelphians whose money is now being expended in your midst; and the conclusions they arrived at are evidenced by their expenditures here.

It will interest you to know how carefully these conditions were investigated. The force represented by the overflow of Lake Superior at Sault Ste. Marie was the first exciting cause. The permanency of that overflow is as certain as the rains from heaven. The purity of the overflowing water chemical analysis proved to be beyond compare for all manufacturing uses; the cost of its development engineering study proved to be per horse power lower than any other water power of magnitude known to exist. The facilities for bringing to this point the requisite raw materials for manufacture were found to be almost unparalleled. More than a million square miles to the north, west and east of a virgin region possessing forests, valuable ores and fertile soil were made directly tributary to it by three transcontinental lines of railway and by the free ocean of Lake Superior, only one new artery northward was necessary to lay tribute an additional area of vast extent, and this artery, as you are aware, is now being formed by

these same people. To the south and east the centre of wealth and population of the United States, bordering the lakes Michigan, Huron and Erie with all of their stores of material, by means of economical water transportation were found to be as near the Falls of the river St. Mary as any railway point within a hundred miles. These same advantages of transportation evidently would permit an equal advantageous distribution of manufactured products, while the remotest parts of the earth, thanks to the wise expenditures of public moneys by the governments of the United States and Canada, can send their ships to load cargoes at the mill doors of Sault Ste. Marie.

As this is a confidential discussion, where all participants are mutually interested, I shall not conceal from you, while showing you the many advantages plainly existing in favor of a manufacturer at this point—I must not conceal from you certain disadvantages which appear. The question of hydraulic development at the Falls of St. Mary involved some unusual considerations. One was the fact that the boundaries of a foreign country came in contact with the same waterfall and that its possession therefore was bound to be equally enjoyed by the people of different political communities.

Therefore of necessity our investigations extended into the domains of the British Crown. The physical and material possessions of that region were comparatively well known, but the political, economic and social characteristics of the Canadian people were unknown to us. The abundant opportunities afforded within the limits of the United States for the exercise of American industry had left no inducement for the investment of American capital abroad. In our own case it was evident that disregarding the tariff wall between the two countries the Canadian power for

economical work should be developed along lines similar to the American development, so that in our case the inducement necessary to promote enquiry did come into existence, and our enquiry proceeded. A Canadian once claimed for his countrymen that they were the most convincing example of the Darwinian theory, that is, a striking instance of the survival of the fittest, and my observation among them for a period of five or six years satisfies me that there is some foundation for this boast. The hardy Scotch the witty Frenchman, the phlegmatic Scandinavion, and the lively Irishman have all assimilated with the Englishman in the building of a robust and intelligent race, whose laws and customs and morals are indetical with those of the most intelligent portions of the United States. Convinced that our investments within the Dominion of Canada would enjoy that enlightened protection which foreign investments receive in the United States, we commenced our developments within those bounderies in a manner now well known to you all, and which our Canadian friends are kind enough to pronounce a creditable illustration of American energy and enterprise.

Our operations at Sault Ste. Marie, Ontairo, and Sault Ste. Marie, Michigan, are progressing simultaneously, on a large scale and will be coming into operation nearly at the same time. Because of the extraordinary variety and extent of the natural resources of that part of Canada contiguous to our works, the materials there existing and awaiting the application of human energy and mechanical appliances for their utilization are greater in number and extent than the native resources of that part of Michigan directly tributary to Saul Ste. Marie, and it has therefore been practicable for us to establish on the Canadian side works of a variety and kind not to be undertaken

profitably on the American side because of the artificial restrictions of the American tariff. Our American works are, as you see, for this cause restricted in respect to the use to which they can be put, and this is a material disadvantage which I should not conceal from you our co-partners. It is a condition which may be improved, and in the improvement of which I solicit your intelligent and hearty co-operation. Not only of yourselves as citizens of Sault Ste Marie, and therefore directly interested in the success of these works, but I ask the co-operation of all the inhabitants of the state of Michigan and all the inhabitants of the other states bounding the Dominion of Canada. Do not misunderstand me; I am not about to commence an abuse of the American system of protection; on the contrary I will at once renew my pledge of ancient allegiance to the policy to which I was born and from which neither in principle nor in practice have I ever strayed. I am a protectionist, not for revenue only but for the encouragement of new industries as well, but I am a James G. Blaine protectionist, and this assertion means that I am not so blinded by a set theory as to fail to modify it wherever the principles of sound reason or special circumstances justify an exception to the general rule. An ideal condition in art and in industry is that only the perfect workman should work at any trade; that all cotton should be spun on the plantation; that all corn whiskey should be made in Kentucky; that all lumber should be manufactured into its final form in the forest; that the inhabitants of each clime should confine their efforts to the products most suited to the climate, and that free interchange of the products of the different communities of the world should exist without hindrance by the artificial restrictions of political frontiers. Then would the smoker be free from the dangers of Connecticut cabbage

leaf and enjoy the solace of Havana cigars at two for a cent; then would seal skin coats be worn by others than millionaires; then would the countries by nature deprived of coal and iron ore, be provided at the lowest cost by those countries more resourceful. Such an industrial millenium would be confessed as desirable by any sensible protectionist, but when any political division of the earth resolves to cultivate within its own boundaries all the arts and all the sciences and to become omnipotent within itself, that country will surely progress to the industrial oppression of those other political communities which while being themselves debarred from entering the protected country, freely admit within their own boundaries the great surplus of products the creation of which has thus been artificially stimulated in the protected country. In the real life of the day among the nations of the earth it is found that, with one exception, all of the highly civilized nations of importance are conducting their industrial affairs on the principle of protection to home industries, and the American attitude in this respect I consider as necessary and wise. But I believe that some wiser exceptions can be made to this wise rule, and I maintain, as a protectionist, that in respect to trade relations between Canada and the United States the interests of both countries can be served and the industries of both countries benefited by the application of reciprocity to the trade question. I believe that many of the resources and raw materials which have been the source of the present industrial wealth of the border states are not without limit in the United States, and in fact that in many instances, although it is not claimed these limits have been reached, costs of those raw materials have been advanced to a degree which makes the foreign trade of the United States in certain lines unprofitable. My views are naturally colored

by our local interests, but if I were to propose an argument based only upon the requirements of Sault Ste. Marie it would receive little attention in Detroit, Duluth or Buffalo, and I should not advance the proposition were I not satisfied that the boundary states from the Atlantic to the Pacific can pursue no course so certain to result to their progress and prosperity, to their continued growth in population and industry, as by securing on an equitable basis a freer interchange with the Dominion of Canada. From Boston to Scattle there is not a manufacturer along the boundary states who cannot conduct his business more profitably and more extensively if assured free access to Canadian raw materials; is it not preposterous to suppose that the intelligent citizens of Canada will continue to allow their country to become impoverished of her raw materials for the benefit of the manufacturers of another country who forbid the entry of her finished products? Boston is compelled to use Nova Scotia coal notwithstanding she is assessed a duty which is a material part of the total cost of the coal. There are but few pulp and paper mills in all New England who are not drawing a portion, and often a large portion, of their wood supply from Canada; there is not a lumber yard from Boston to Chicago which does not contain Canadian lumber; there is no nickel steel worn by the American navy which did not originate in Canada. At one time American brewers found it profitable to pay any premium demanded for Canadian malt. If Duluth and Minneapolis millers could admix Manitoba wheat their market would be broadened and their quality improved. Western railroads require British Columbia coal and western smelters require British Columbia ores, and so on through the list of the industries, until one concludes that a system of fair exchange might be effected between Canada

and the United States which would be to the benefit of all and to the injury of none. These considerations have long ago addressed themselves to statesmen and philosophers within both countries, and the result of these reflections has been the appointment of a commission of distinguished men who have under deliberation the broad question of reciprocal trade relations between the two countries. I invite the attention of the American members of that commission to the specific instance of Sault Ste. Marie. I invite them to observe the variety and extent of industries which are either in successful operation or rapidly being completed on the Canadian side of the Soo, and to observe the restricted opportunities which are afforded our American works. I maintain that the existing water power here which accentuates this condition does not affect the general principle, but I believe Port Arthur has the same advantages over Duluth, Windsor the same over Detroit, and Toronto the same over Buffalo in respect to many classes of raw materials and their manufacture. I believe the reconvening of the High Joint Commission to be a subject of the deepest interest to all the boundary states, and especially to those bordering the Great Lakes, and I believe that the Boards of Trade and other commercial bodies in the chief cities of the Lakes should commence immediately an agitation in favor of a reciprocity treaty which will be felt and acted upon in Washington without delay.

There is a word in the English language which is much abused in the oratory of the tail twisters. That word is patriotism. They have never defined that word by synthesis or analysis, but people of correct reasoning powers, Horace Greeley or Charles Dana, would inform us that whether commencing with the nation and going back to the family or commencing with the family and going

up to the nation, the foundation of patriotism is the protection of the individual citizen and his individual interests. It was the truest patriotism which lead the Pilgrim Fathers to abandon the land of their birth. It will be the same sacred sentiment which will impel those people of the earth at present unhappily situated, to populate that region of the globe called Canada, already under the control of laws as benign and morals as good as those of any other country, whose arable soils and habitable climate, whose dense forests and valuable mines, extend northward of the American boundary at some points for a distance of five hundred miles and at other points for a distance of two thousand miles, and to erect therein on the model of the United States, commencing with the full benefit of all of our experience, farming communities, manufacturing towns and commercial and financial cities. Is it to be supposed by intelligent men that this progress can be interrupted or any longer even retarded by unthinking, irresponsible and accidental politicians? No! The vast majority of the Americans from the humblest citizen to congress applaud enterprise and appreciate energy, and they will send their own sons to reap these green fields and feed in these new pastures. They will be the first participants in the profits to be realized from the settling of this new land, and they will see to it that the present opportunity, so favorable for the enactment of international legislation which shall result in equal benefit to Canadians and Americans, shall not be lost.

I hope I have not dwelt upon this subject to an extent sufficient to excite your alarm, and fear that our American canal is likely to languish. The conditions which I have discussed were well known to us and had been carefully weighed before our power canal was commenced. I believe



most of the citizens already know of the 60,000 hydraulic horse powers created by our canal about 40,000 horse powers have already been appropriated to two large industries, the operation of which will afford employment for many thousands of men, and afford support for many thousands. I have, however, slyly reserved about 20,000 horse power which it is intended shall be assigned to a more varied series of industries which will employ a vastly greater number of people and support a proportionately larger population. There will be no cessation in our work night or day until the power of 60,000 horses shall all have been gotten into continuous operation. The expenditures already made in our construction have naturally been the principal source of income to the community since the inception of the work. They already exceed the sum of \$2,000,000, and the factories about to be undertaken in connection therewith will in themselves require an equal expenditure. The present pay rolls will not therefore be diminished, but will, from the opening of spring, continue to be increased, as I hope, in a continually increasing ratio.

While addressing my fellow laborers at Sault Ste. Marie, Ontario, I pointed out the broad diffusion of the money expended on our works there; I point the same facts to you. Every manufacturing town in Michigan has participated in the fund which we have expended here. The wholesale merchants of Detroit, the Iron Works of Marquette, every blast furnace in Michigan, has received our contribution; the freight and passenger earnings of the Sault Ste. Marie station, which were in 1895 \$83,743; in 1900 were \$283,819; these earnings mean more trains. The income of your postoffice for the year 1895 was \$11,154.13 the income for the same office for the year 1900 was \$16,912.18. This growth has taken place without

cessation. It will be necessary for the city fathers to realize at once that they are approaching the dignity and therefore the responsibilities of a large city. An imperfect water works system must be reconstructed; the excellent street paving system must be continued; a public hospital must be projected. These public requirements are all commencing to press and many others will soon become evident. They should encourage you; they are the necessary concomitants of your transformation from village to metropolitan life. The public spirit, which has been so invariably manifest whenever public questions have been discussed, is an assurance of your capability of successfully meeting these new requirements, and I must express on my own account, as well as on behalf of my people, our deep appreciation of your constant and unvarying support during all the many negotiations which have occurred during the progress of our work. We have yet to engage in our first controversy with you. Discussions which have arisen have always been agreeably concluded, and we are inspired with the belief that to whatever extent our investments here shall be increased, they will always have the protecting favor of the citizens of Sault Ste. Marie.

In so great a work, involving the procurement of hundreds of titles of lands, where any obstinate obstructionist could prevent its accomplishment, the good will and aid of all the citizens has been a necessary support; and they have never failed us. At one time the ruin of the town and of our investment was threatened by the proposed interdiction of our government. The reckless agitators who rolled that obstruction in our pathway reckoned not that the people of the United States govern, and that the representatives of the people in Washington sit in congress to further, not to frustrate the commercial and industrial ambitions of

all the people. And when you went with us to Washington and unfolded our simple tale, how cordial and sympathetic was our reception by the intelligent and distinguished committee having the matter in charge.

It would give me pleasure to mention by name many of your well-known citizens who during our preliminary investigations bent their best efforts to their successful completion. A recent announcement perhaps justifies me in mentioning your former representative to congress, the Hon. Henry W. Seymour, although many others showed equal devotion to our interests. Mr. Seymour made the strongest possible exertions in our behalf, and his well-known public spirit has been recently manifested in his successful efforts in inducing that distinguished philanthropist, Andrew Carnegie, to make Sault Ste. Marie the object of his benefaction. I believe it was nearly a year ago when Mr. Seymour suggested to me this project of his own origination and requested my aid in communicating to Mr. Carnegie the needs of Sault Ste. Marie in this respect. While rendering the slight aid requested, I remember how little hope I had for the success of Mr. Seymour's project; but now you all know the gratifying result and it is not the least of the pleasure that I experience tonight to know that among this assemblage is one of the chief lieutenants of the great Iron Master, and one whose effort and skill has worked no small part in acquiring for Mr. Carnegie that vast fortune which he is now applying to such well conceived benefactions. I hope he will have an opportunity to communicate to this greatest of philanthropists, this man upon whose shoulders has fallen the mantle of Peabody, that this little community just now becoming the recipient of his favor will not only enjoy to its utmost the intellectual feast now made possible by his generosity, but more than all

that the association of his name with the library building of Sault Ste. Marie will be an example and an inspiration to all the youth of its vicinity which will live and inspire not alone the present but all future generations. He may as well also be warned that if \$25,000 dollars is the limit for a population of 10,000 people, we shall not be long in knocking again at his door in behalf of 50,000 people. While I am on this subject you must allow me to say that no self-respecting community would accept such a gift without some provision for rounding it out by immediately commencing to store its shelves. I believe the city government have agreed to assume the annual maintenance cost, which Mr. Carnegie has fixed at \$3,000; we must now start a subscription for stocking its shelves. Our directors will, as a company, authorize the subscription of \$1,000 to such fund; and I privately assure you that I shall not let our directors escape me until their private subscriptions shall have reached an equal amount. I am aware that the great private fortunes of Sault Ste. Marie are yet to be made, although they are quite within the range of my prophetic vision; yet each citizen according to his means should take especial pride in convincing the generous donor of our library building that his beneficence has not fallen upon an unappreciative people.

I have already referred briefly to the direct profit which many other parts of Michigan have enjoyed from our expenditures here, but a thoughtful economist will regard the distribution of a few millions of dollars throughout the state during the construction of these works as of no very consequential matter in effecting permanent good to the people of the state; the real and lasting benefit will result from the successful operation of these works and the establishment of an example which will be an encouragement and an inspiration to all other

communities. It is true that you have possession of the Falls of St. Mary and that neither Marquette nor Grand Rapids can take them away from you, but your wise use of them can only excite the admiration and emulation of citizens of other sections of your state. Although it is natural that you should not believe it, yet it is a fact that people can struggle along and with the necessary amount of diligence and effort finally grow up into respectable communities without the assistance of the Falls of the River St. Mary. Michigan, and particularly the Upper Peninsula of Michigan, has many excellent opportunities for the establishment of successful manufacturing enterprises. If I were idle and seeking new opportunities, I would regard a large iron works at Marquette as being an undertaking sure of success, when protected by ore supply and sufficient capital for the construction and inauguration of the works. The cost of charcoal at that point will be low for many years, and no one as yet has made a serious effort to prove that coke iron at Marquette could not be made in competition with any of the furnaces in Pennsylvania. Indeed, if the calculations made by one of the most distinguished men in the iron industry of America, Mr. Moxham, who is now general manager of the Sydney Works, be correct, the cost of manufacturing coke iron in Marquette should be less than the cost of manufacturing the same pig metal in Pittsburg. It is inconceivable that the advantageous position of Marquette for iron manufacturing shall be much longer overlooked, and with blast furnaces, steel works follow, and with steel works come rolling mills, while other industries necessarily incident to such works commence a growth which should know no ending. It requires no very lively imagination to see this favored city of the upper peninsula become an important center for the manufacture of iron and

steel, and with each new industrial movement her ambition and efforts would extend until a steamship line to Michipicoten and to Port Arthur on the Canadian side should open to her uses the riches of this Canadian storehouse, which we of Sault Ste. Marie might selfishly desire to keep for ourselves. Her direct communication with Chicago would almost now justify the establishment of such water connections with the north shore of Lake Superior. We can justly expect that such conceptions of this will suggest themselves to the minds of the enterprising and wealthy citizens of that much favored town, prompted, as we may hope, by our example here. I would much enjoy sketching out a possible programme for a more successful career for each of the towns and cities in Michigan, but the time and perhaps your own inclinations will not permit; what you probably are most interested in are those plans and projects which will in the most summary manner deposit in your coffers the wealth expected to follow from our operations here. I regret to say that when it comes down to the individual case I cannot undertake to give advice. If there be any royal road to wealth, it has never been disclosed to me. The large sums of money which you have seen expended here have not been acquired by their original owners without effort and without labor. There remains yet to be done by the citizens of Sault Ste. Marie much work, both of the brain and of the hand to effect the continual growth of your town. Those who are laboring now with the hope of early rest will be disappointed. Sault Ste. Marie, no more than any other community, cannot cease to go forward without falling back. The forward movement is maintained only by the constant forward pressure of all of the inhabitants of the community.

To the distinguished gentlemen from abroad

who have taken so much pains to honor me with their presence tonight I extend my heartfelt thanks; I now invite them to the opening of our first works, which event I hope is not far off. Later I want each one of them to join me in our all rail excursion from Sault Ste. Marie to Hudson's Bay. But I am using too much time and must conclude.

I feel strengthened by this cordial and earnest welcome home; I shall go forward to whatever effort the future may require from me here with the confidence that the people of Sault Ste. Marie, to the last man, are holding up my hands. I thank you on my own account, and in behalf of my associates for this magnificent demonstration of sympathy and good will.



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