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November 13th 17.

Mailed 14

Lieut. Col. Ibbotson Leonard,
c/o Canadian Commissioner,
Canadian Light Horse,
No. 17 Victoria Street,
London S.W. England.

My Dear Ibb,-

Your letter 24th October in Belgium received 12th November and I will try and answer.

RE PRESENT PLANS. These have been changed consequent on an additional order 42,000, 4.5 shells and it will have preference over everything to wear out our present machinery. Second is to do what Engine and Boiler work possible chiefly in secondhand outfits for customers will not pay prices based on present costs of plates, tubes, castings and labor. Third we will go very slowly in the matter of Tractor feeling for the trade offering and as long as shell orders keep up buying the leading parts necessary and putting together. Fourth making up our present stock of Boiler material to suit sizes that come in and quoting and following up every enquiry that comes to keep in touch with the trade. We have work until Christmas repairing if we do not make a new one.

RE MARINE BOILERS. We have quoted on quite a few outside the large ones for Imperial Munitions Board for the steamers but cannot get material in time for to make and comply with delivery. It just takes the heart out of me to read a specification and run the risk of getting out work to comply with the poor management and indifferent crew we have in that department. They can do straight work in quantities all right and faithfully but the sloppiness and "anything will do" style would never do to get a repeat order for Marine work.

RE TANK WORK. We have tendered twice for Imperial Munitions Board for these ships but there is some one always 25 to 35% lower. There is no backbone to this business because you are always up against some inexperienced shop who make a gush at this class of work which I have been doing for nearly forty years and am sick of it. It is just the next thing to running a jobbing shop.

RE EMBARGO ON TRACTORS. All agricultural machinery there is none on this. Material for these can be gotten without much difficulty.

RE ADDITIONAL MACHINERY & NEW EXTENSION. Yes we have paid out over \$25,000 but on the other hand are changing and making the shell business pay for it all. The same applies to repairs to mounting and sheet iron shop. The shell business pays for it.

RE EXPLODING BOILER BUSINESS. I want to tell you candidly I do not think it prudent to put more capital into it under the present conditions.

Nov.13/17.

If you will think a moment one half of the encouragement is done away with by dear Woodmans death. Another factor against further outlay is that very great risk that you the other half yourself is at war which may deprive me of your assistance altogether or perhaps half service should you be maimed or unfit for business responsibility, what position would I be in if the former took place at my age with an additional \$50,000 invested at this time at nearly three times (at present) the ordinary cost of instalment. I would be in the hands of our employees with the chances of an unprofitable return. Surely you would not consider this a prudent position for me to put myself into at the age of sixty nine. If you were at home to remain it would be a different matter. But what would face you if you were here anyway but one if not two years of trade adjustment which no business man can foresee.

RE PLANT & TOOL EXPENDITURE. This we have written off as far as we can see our way clear to do and face a reasonable audit. We could not wipe it all off and keep our business reputation.

RE WOODMANS ESTATE. I think the balance of his pay is now at Bank of Montreal but they will want his will probated first which Judge MacBeth still holds up but now to have it arranged shortly. Balance of his Insurance is also held up. I have cabled you to use Woodmans picture on the match boxes you propose presenting his brigade with. Mother and I appreciate your plan very much.

RE YOUR PAY. I do not know what you mean for me to apply to Sir George about. Regret you are not able to save any under present circumstances. If you need funds state the amount and I will send you a draft for your passage home.

When you and Woodman left for the war you both expressed yourselves satisfied if I would keep the business together. This I have done and more in addition for the works have never had such an output in history as the last two years. I know I have been supported by the All Wise in this for I think quicker and do things I never thought I could do and am in good health with few drawbacks and will "carry on" here and will ask you to come home when it appears absolutely necessary. Perhaps I have been more than candid but you will forgive me should I have brought the situation here in a way you have not looked at it. Everything is running smoothly in the shop and we are all looking forward with pleasure to your visit with us in the near future.

My Morgan very seldom says "things working very nicely" and "We have now 80% of our old night shift back in the shell work".

RE VICTORY BOND. Our employees seem very much interested in this Patriotic work and no doubt will do their share.

Yours affectionately,