

remainder of the year the Board met every month. Normally meetings were held alternately in Canada and the United States. The first meeting in Ottawa was followed by one in Washington; other meetings were held at the sites of proposed defence projects; and, later in the war, the Board usually met alternately in Montreal and New York. No fixed schedule was adhered to; the Board met irregularly as often as required. During 1941, there were only eight meetings, but in 1942, with the United States now a belligerent, the number of meetings increased to 11. By 1943, the turning-point of the war had been reached and measures for the defence of North America became less urgent. This was reflected in a decreasing number of meetings: seven in 1943, five in 1944, and five in 1945. Since then, meetings have been held on the average of three times a year.

The Permanent Joint Board on Defence was designed to be an advisory rather than an executive body, and its prime purpose was -- and still is -- to make recommendations to the respective governments on joint defence questions. Business is conducted without formality. Defence problems are considered and discussed until general agreement is reached. No voting procedure is used and formal recommendations are passed unanimously. Problems for discussion may be initiated by the Board itself or by an agency of either government referring the matter to the Board through a member for consideration. Once a recommendation is approved by both governments, this approval becomes the executive directive to the government agencies concerned.

The bulk of the Board's work during the war was concerned with the defence of the coastal regions of the northern half of North America; but the 33 recommendations passed in this period also dealt with such subjects as the exchange of information, the allocation and flow of material resources, the safety of navigation through the Sault Ste. Marie Canals, the co-ordination of aviation training, and the disposition of defence facilities. In addition to the recommendations, which were approved entirely in most cases and in part in a few, and were overtaken by events in some cases, the Board, on October 4, 1940, submitted its first and only formal report. During the war the service members of the Board also prepared two basic defence plans; the first dealt with a situation in which Britain had lost control of the North Atlantic, and envisaged the defence of North America being conducted under the "strategic direction" of the United States, while the second provided for the co-ordination of this defence by "mutual co-operation" in a situation in which the United States had become an active belligerent on the Allied side.

After the United States entered the war, some of the Board's functions were taken over by the military departments of each