

that the matter in which you are interested necessitates a visit to one of his deputies. You go to see the deputy, who is anywhere from half a mile to a mile and a half away, and the chances are that the other one is just as far off in another direction. One cannot help reflecting upon the impossibility of a corporation like the Canadian Pacific or a large steel trust conducting their business with their offices so distributed. It is not the fault of the present government, I know, or probably of the last. We heard a great deal from the right hon. leader of the Opposition the other day about the word "co-ordination." He wanted to know what it meant and how it could be carried out. There seems to be a good deal of doubt in the minds of hon. members as to just what co-ordination means. It is true that the Government themselves have not been in the co-ordinating business very long, but before they try their prentice hand at the co-ordination of the railways I suggest that it would be a good experiment to co-ordinate the government buildings in this city.

The word "co-ordination" has a fine sound; it reminds me of the experiences of my boyhood days in connection with the Shorter Catechism. Some of the phrases I still have in mind; "justification by faith; sanctification by grace; justification by works," and so on. All these sonorous phrases come back to us in times like these. As regards government ownership of railways, it may be that their state operation is justified by faith, but I very much doubt whether they will ever be justified by works.

There is another circumstance which makes me prone to doubt the advisability of plunging into a scheme of government ownership. As a young man I spent a number of years in New Zealand. There they had an even bigger white elephant than we have here, because their railways were not only government-owned—but, Lord help them—politically constructed. A more disastrous condition it would be hard for the human mind to conceive. Well, they borrowed millions of pounds from the Old Country, and then, human nature being the same south of the equator as north of it, every member had to grab for his district as much of that loan as he could get. It did not matter whether his district already had a railway and did not need any more funds; he had to "make good with the boys." The consequence was that railways were scattered all over the country to a far greater extent than

[Mr. Neill.]

they are here. Not only were they put where they were not wanted, but they were laid out in a most peculiar manner. Suppose, for instance, that a railway was to be constructed from my seat to that of the hon. leader of the Government, and it had suddenly been discovered that the hon. member for Marquette (Mr. Crerar) had some political pull with the Government—indeed, perhaps that is true to-day. Well, the railway would start off with the honest intention of going direct from my seat toward that of the hon. leader of the House, but when it got a certain distance within influence of the magnetic attraction of the hon. member for Marquette it would proceed to his residence or estate, and then come back. It was no uncommon occurrence in that country for a man to lose the train at one station and drive on a few miles further and pick it up somewhere else. These are actual conditions, Sir; I myself have seen them. As was the case in Canada, rates were jumped when the squeal of the politicians was heard, and the farmers were actually hauling their wool in wagons—ox wagons in many cases—distances of thirty, forty or fifty miles, at the same cost as that of transporting it over the railway, as a protest against the methods employed. In fact, conditions got so bad that the people of New Zealand actually contemplated—it was advocated in the press and on the platform—the repudiation of the whole railway indebtedness. As a matter of making a fresh start they sent to the Old Country for an expert railway man and gave him full control—a ten or twenty-years' job. They said: "Go to it"—and he did go to it. He closed off the inefficient and unnecessary lines, dismissed one-third of the government officials, cut down the expense of operating, and ran it like a business man's railway; and eventually it did pay a small interest on the money invested. To my mind, only by doing something of that kind with our railways in Canada can we really accomplish anything. Go to the States and get an expert railway man. I am not decrying our railway men when I suggest that we should go to the States for an expert; I only say that because I believe it would eliminate the suspicion that would otherwise attach to any Canadian railway man, of representing a political party or association or group, who should endeavour to carry out this work. Get an expert railway man from the United States, put him in such a position that he would only be removable