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In order to render the present system by which units are raised from a peace to a war establishment effective, I am of opinion that a closer supervision must be maintained over the 'Service Rolls' kept by unit commanders, and such a system cannot be considered reliable unless a 'test' is applied periodically by means of a trial peace mobilization, which need not necessarily involve a large number of units at any one time.

Arms, clothing and equipment should be maintained in mobilization stores at regimental headquarters. I understand this is being gradually carried out, but I would strongly urge the necessity of accelerating to the utmost this most important service, without which no speedy mobilization can possibly take place.

Any effective scheme of defence must lay down points of concentration for the various units, in accordance with a well thought out and determined plan of campaign.

'Mobilization Time Tables' and 'Railway Time Tables' do not appear to exist at present, and the transport of troops to their several destinations would, in the absence of such arrangements, lead to nothing but chaos and confusion.

I would strongly urge the establishment of a Railway War Council over which the Chief of the General Staff should preside, and which should include amongst its members the managers or representatives of the principal railway companies in Canada.

The following subjects must be taken in hand and settled as quickly as possible by the Mobilization Department before real war preparation can be effective. They do not appear to have received due attention up to the present:—

- (1) War organization of transport, supply, ordnance and medical services.
- (2) Organization of lines of communication.
- (3) Arrangements for the training of drafts and reinforcements.
- (4) Supply and training of remounts.
- (5) Inspection of mobilization stores.

For a country situated as is the Dominion, it is clear that, in order to give it time to develop its latent resources for defence, the existing organized troops should be ready to take the field at the earliest possible moment after the emergency has arisen. In other words, the process of passing them from a peace to a war footing—their mobilization—should be as rapid as possible.

It is equally evident that the work of completing the arrangements for speedy mobilization, of providing, or ensuring the provision of transport, equipment, stores and supplies, of preparing the necessary regulations and instructions, and of drawing up tables showing the war equipment of all units, is a labour of very considerable magnitude.

In the Imperial Army, for the United Kingdom alone, this work has occupied the undivided attention of five or six officers for nearly twenty years, while the duty of keeping the arrangements—now thoroughly decentralized—up to date, entails continuous work on all officers of the army, both staff and regimental. A great portion of the work thus accomplished is available for the guidance of Canadian officers, and the problem to be solved is, on the whole, simpler for the Dominion. But the conclusion is unavoidable that the number of officers available for this duty at Militia Headquarters, and in the several military districts is now, and apparently always has been, far too small to cope successfully with the task. So far as I can judge the preparation of a suitable mobilization scheme would require the undivided attention for some years of at least two general staff officers and one administrative staff officer at Headquarters, and of one administrative staff officer in each military district. When the scheme is completed, it is probable that the services of two of the officers at Headquarters could be dispensed with, but for the proper maintenance of mobilization arrangements, the remaining additional officers must be permanently retained. The staff at present maintained at Headquarters and in the Commands appears to me