



Canada's War Machine

The Organization of Resources, Energy and Public Will to Simplify the Tremendous War Effort

By Edward W. Reynolds

WAR has worked many changes in the administration of human affairs. The new conception of government is totally different from that of the pre-war idea. In pre-war days men sought and obtained public office for the dignity and prestige that go with such offices. Today men seek office to serve the people. War has imposed greater responsibilities on those occupying high places in the administration of the country's affairs. It has quickened the public pulse. It has pivoted public attention on those who rule so that shortcomings or inefficiencies are quickly perceived and resented by the people.

This change makes public office no sinecure. Antiquated rules and regulations, red tape and such like must go by the board. Quick judgment, rapid action, are imperative. The member of a war government must play the part of a manager of a huge business concern rather than the comfortable, go-any-office holder of former times.

The reforms that have taken place in the attitude of a cabinet minister towards his department are no different from that adopted by the government towards the country. The ideal war-time government typifies a huge business concern, buying, making, distributing in a way that produces a maximum of effort with a minimum of costs.

Growth and Control

Reforms have taken place in Canada to a no less degree than those which have occurred in other Allied countries. The same degree of system may not have been employed. The same methodical way of handling the situation might not have been adopted. The growth of Canada's war machine might have been higgledy-piggledy, as it no doubt was, but the machine exists today. It was built up as the occasion required. It is looking after Canada's war and domestic interests efficiently and with an economy of costs as far as economy can be reasonably obtained.

Few Canadians realize it, but there are upwards of 18 special commissions and war organizations that look after Canada's war work; these play little part in the administration of internal affairs where such affairs are not affected by the war.

First and foremost comes the War Committee of the Cabinet. This consists of Sir Robert Borden and cabinet ministers, who by virtue of their departments, or the special war work occupying their attention, require to discuss the questions of policy affecting Canada's part in the war. This committee consists of the Prime Minister, who is chairman, the President of the Privy Council, as vice-chairman, the Ministers of Trade and Commerce, Militia and Defence, Finance, Marine and Naval Service, Justice, Public Works, Customs, Postmaster General and the Minister of Overseas Military Forces.

The chief duty of the War Committee of the Cabinet is to look after all matters that have a bearing on the prosecution of Canada's part in the war. It naturally possesses wide powers. It controls the military effort of the country, the defence of Canada, control of aliens, the enforcement of trade regulations that facilitate Canada's war work, and all this implies.

Facing After-War Conditions

Canada and all Canadians are just as interested in the conditions that will confront the country after the war, as the conditions which exist now. The nation which neglects to consider what is coming with the peace period endangers its very existence. To neglect post-bellum reconstruction and development would be to invite virtual bankruptcy, and the government which failed to rise to its responsibilities would be rightly condemned.

When the Union Government was elected, it was for a five-year term. This, it is generally understood and earnestly hoped, will carry the country well into the post-bellum period. Under these circumstances, it behooved the government to give heed to the necessity of after-the-war reconstruction and development. Canada may not have taken advantage of its opportunities to the extent other countries have, but, nevertheless, a lot of work is being done in Canada.

Canada's Reconstruction and Development Committee was constituted in October, 1917, as a permanent committee of the Cabinet during the progress of the war and until after demobilization, and is composed of Sir Robert Borden, Hon. A. K. Maclean, Sir George Foster, Sir Thomas White, Hon. J. D. Reid, Hon. J. A. Calder, Hon. T. A. Crerar, Sir James Lougheed, Hon. G. D. Robertson.

The duties of this committee involve the consideration of the development of Canada's resources, the efficient demobilization of Canadian troops, the preparation of a carefully considered scheme of immigration and colonization after the war, the encouragement of all Allied soldiers to engage in agriculture in Canada. This committee also has to do with the consideration of all means and methods of communication and transportation and future possibilities, also the extent, scope and development of an air service, the best and wisest methods of raising funds for the public purse, the encouragement of economy and thrift in government departments and on the part of the people, increasing production, relations of capital and labor, national service for all Canadians; in short, all matters pertaining to the development, progress and betterment of Canada now and in the days to come. The Hon. G. D. Robertson is chairman of a sub-committee to look after labor problems.

The Functions of the Parts

The Military Service Council may rank next in importance, and the provision of Canada's promised quota is of primary importance; it being declared by those in authority that men are needed overseas even more than food is.

The Military Service Council, which was formed in August, 1917, consists of the Premier, the Hon. Mr. Rowell, Gen. Mewburn, Sir Thomas White, Messrs. Ballantyne, Doherty, Carvell, Sifton, Blondin and Sir Edward Kemp. The

board which looks after the machinery of the Military Service Act consists of E. L. Newcombe, chairman; Col. Machine, director; L. G. Lorange, counsellor. It considers the appointment of registrars in each province, the organizing of their offices, locating tribunals, preparation of rules and regulations, providing medical boards, dealing with exemptions. In fact, covering the whole work to be done under the M.S.A.

Those interested are very fond of discussing Canada's favorable trade balance, and what it means to the country, but very few people realize with any degree of accuracy how this came about. Since war began, and the Allies commenced coming to Canada for war supplies, the three men who constitute Canada's War Purchasing Commission have not only done their best to see that Canada helps supply the Allies with materials, but incidentally placing Canada on the map financially and commercially. These three men have done more towards creating financial and commercial stability in Canada than any set of men apart from the Imperial Munitions Board, but this latter body is not under discussion here because it is not a part of Canada's war machine, but directly under the supervision of the British Government.

Canada's War Purchasing Commission was originally composed of Sir Edward Kemp, and Messrs. George P. Galt and H. Laporte. The personnel of this commission today is, the Hon. Sir Hermisdas Laporte, who was knighted for his work on this commission, Mr. G. P. Galt, and W. P. Gundy, who took Sir Edward Kemp's place when the latter was made Overseas Minister of Militia.

At first this commission simply existed for the purpose of purchasing all war supplies. Later its functions were extended to include the purchase of all supplies for the Government, with the exception of those for the Canadian Government railways.

Elimination of Patronage

One of the outstanding features of the work of this board has been the elimination of all patronage, and the purchase of supplies on a strictly business basis. The present duties of this commission, briefly, are these: The various departments submit to the commission a list of articles for which they propose to call tenders, together with tender forms, specifications, etc. In addition the department either selects its list of firms from whom they propose to call tenders or requests the commission to provide them with such a list of firms. These lists are checked or made up in accordance with the method outlined herein, care being taken that invitations are sent to every responsible firm known to the commission as interested. Invitations to tender, tender forms, etc., are mailed by the department concerned, together with a notification of the day and hour at which tenders are due.

Tenders are opened in the presence of an officer of the department and a representative of the commission. Schedules or abstracts of tenders are made in duplicate, one copy being taken by the representative of the commission and handed over to the commission, the other is given to the department with the tenders. The department then suggests whose tender shall be accepted and notifies the commission. The commission then stamps its approval or disapproval. Any irregularity in the fulfillment of contracts is reported to the commission by the department, and any changes made necessary in the contracts must be sanctioned by the commission before they can be made.

Regarding emergency purchases for which it is impossible to call tenders, so far as possible competitive prices are obtained by a responsible officer of the department concerned and purchase is made by him to the best advantage.

Maintenance of Food Board

The Canada Food Board is very well known to the Canadian people, favorably or otherwise. The work of this body was so great and far-reaching that it was thought advisable to spread the work a little, hence the change from a controller to a board, although H. B. Thomson is virtually Canada's Food Controller. The board is composed of three members: Mr. Thomson, chairman; Hon. C. A. Dunning, director of production, and J. D. McGregor, director of farm labor. The chief aim and object of this board is to control distribution and consumption of foodstuffs to the end that while Canadians need not want, Great Britain and her Allies may be fed.

The embargo and the licensing system are the two methods by which the Canada Food Board has succeeded in its purpose to bring about food control in Canada. Export and import of food is absolutely controlled in Canada. Every seller and business buyer of food stuffs must have a license. Over 100,000 licenses have been issued already, and about 1,500 are issued daily. Permits to exporters and importers exceed 1,200 a month. The revenue received from this system goes into the public treasury. In this way, by the end of the present year, the Food Board will have cost the general public not one cent.

On July 1 last Canada had shipped 40 per cent. more wheat to the allies than the average of three years before the war. Shipments of pork, beef, butter, cheese, eggs were enormously increased. Shipments of pork from the United States and Canada thus far in 1918 have been twice as great as in the corresponding period in 1915, and three times as great as the same period in 1912. This is the definite aim of the Food Board. And it succeeds.

The committees and commissions that must meet Canada's post-bellum problems have a very difficult task ahead of them, and deserve every consideration. The Soldiers' Settlement Board, consisting of S. Maber, chairman, and Major E. J. Ashton, and Charles Roland, has to do with the administration of loans made to returned Canadian soldiers in order to assist them in taking up farming as a permanent occupation. Such loans or grants are made either on

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A time goes on the records of outrages committed in the invaded areas to be added to the list of horrors from Belgium and France has attained. A few of which have only a world's knowledge with. They carry a lesson in regard to Canada have been heroism which has, sacrifices, held by military might of and its allies from and carefully planned man undertaking domination.

The Acme of

Michel Jodin, a Belge (Soul of Belgium) little Belgian paper spite of all attainments as follows:

"Executions by On May 11 last the were awakened in the morning by and soon after the cavalry barracks sent out one after another."

"This horrible trial to a trial which is 10 to 13 inclusive, of people were to merchants, a priest Cook (wife of a) were accused of movements of G military repression certain number of was passed only a terrible suspense; a diabolical cruelty."

"The sentence of the unfortunate were summoned to know the certain to visit the prison and lamented. The easier than taint. But it was preferred to echo to the sound. The blood to be was not enough; suffer in anticipation for death could doubt and anxiety safe believed the."

"Wives and at the gates of between infinite hope. Certainty the fusillade did Vergeylen, Cool, and Merjay breed Writing of the

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