

what the people want is economy in public administration, economy in the various departments. I have had to economize in my business, as other men have had to during the war. It is a hard thing to do and as a matter of fact all did not succeed. I happened to run a farm, and whereas five years ago, before the war, I could get a good man for \$25 or \$30 a month with board, I cannot get a man for less than \$70 and board to-day, and it costs a dollar a day to board a man on the farm. Altogether a farm-hand costs you \$100 a month and in some places more than that. Every individual must go through his own budget with a view to economy, and the nation must do the same thing. If we are over-manned in the departments of Government we must take remedial action. We had high plans in Canada not long ago for making Ottawa a great capital. We were to have great avenues, and with every avenue there was to be a big departmental gothic building of some kind which was to be full of employees. But we have only just completed the new administrative building which the Government in their wisdom have erected on Queen street, and which is a modern building consisting of nothing but steel, bricks and concrete, and light. We have been talking for twenty years of making this a great capital with great buildings at the end of avenues, buildings with gothic windows but with a total absence of light and full of cubby holes. In these days we should follow the example of great corporations and have large buildings ten or fifteen stories high with elevator systems and plenty of light all over, so that the employees and the chiefs in charge of these departments would be in the public eye. You should go into a room and see fifty clerks working all the time, not reading the newspapers but working under the eye of the chief, who should also be in the sight of the public. Then you would see business going on. We have overhauled our system here in accordance with this plan and I am glad to read that the Government have taken a competent staff of business engineers, as they are called, to help them in re-constructing and re-organizing the departments. There must be more economy; we must cut down expenditure on public works. We may have to pay our clerks and employees more money, but one way in which we can give some relief is to bring about a reduction in the cost of living. This is an absolutely new world after the war, and none of the pre-war ideas will hereafter obtain. You

[Mr. W. F. Maclean.]

and I and all of us will be judged by the kind of service we give the people.

We have a pressing problem knocking at the door; the soldiers and the people are knocking for relief. Constitutional questions amount to little in such a crisis. My memory goes back to the beginning of Confederation and men like Edward Blake, Dalton McCarthy, Sir John A. Macdonald, and Sir Wilfrid Laurier at times have talked largely about constitutional questions, but economic questions are the questions to-day. They are the questions that are stirring up the farmers, and the high cost of living is what is biting me in my own business every minute of my life. It is what is biting in the household of every citizen in the country. Economic questions are the questions of moment, and not constitutional or lawyers' questions, although they are involved. You hear about economic and social questions on the street wherever you go, and yet we are not dealing with them in this Parliament. Since the war, how active has Parliament been in connection with these economic questions? We have talked about election acts and things of that kind and we are in trouble about some of them now, but what demands our immediate attention is the solution of the economic questions of the hour. Weakling as I am, and unimportant citizen of the country though I may be, or as a great many people try to make out that I am, I still have the courage to stand up in this Parliament of Canada and appeal to this Government and to Parliament to deal with these economic questions. We are in session now and the people expect us to deal with the high cost of living, with unfair profiteering, and with the question of the capitalization of companies.

Mr. COWAN: What are your plans? Tell us what you are doing.

Mr. W. F. MACLEAN: Did you not hear me? I think I have said a lot of things and I have aroused the hon. gentleman's curiosity. Perhaps he has been asleep and has just awakened. Rip Van Winkles always wake up if somebody makes a noise.

Mr. COWAN: I wish you would wake up.

Mr. W. F. MACLEAN: The hon. gentleman has wakened up. I wish he would talk that way in my constituency and he would see who is the live man of the two. Perhaps he does not want to listen. These are questions that ought to be dealt with, and any one who brings them up always has the question thrown at him: What is