

What are the most urgent needs?

What things we should do first in order to meet those needs?

How and when and by whom those first things should be done?

We decided that what was needed was first of all an indication of the size and composition of the forces that would be employed during the first year after the outbreak of war or after the start of a full all-out effort after a state of emergency has been declared.

We made detailed schedules of what the Navy, the Army and the Air Force would need in the first year; we then saw what we had, made subtractions, and the result was the net requirements we would need. These schedules have been prepared in complete detail down to the number of every article of every type of equipment and spare part. Since the figure has no military significance, I can tell you that the total number of items required for the Army alone will be 171,381,981, and that doesn't include spare parts.

Of these, we have on issue or in mobilization stores 62,045,595. The numbers show strikingly the size of the job but the proportion we have on hand is not in itself significant because we might have (or be short) all the tanks and heavy guns and be short (or have) all the handkerchiefs or shirts. Some of these "phantom" or "shadow" orders have already been delivered and the rest are on the way to our purchasing agent, the Canadian Commercial Corporation.

It will be up to the C.C.C. to "place" these orders in the sense of finding out how, when and by whom this requirement could be obtained if orders were actually placed. Some of them will be for equipment that is regularly manufactured for service or civilian use and about which C.C.C. requires no special information to give us the answers.

On the other articles, C.C.C. will look to the Industrial Defence Board for advice as to how, when and by whom this equipment can be procured. Where the article cannot be produced with existing productive capacity in Canada, it will ask what modifications or substitutes are suggested, what additional productive capacity in machinery or personnel would be needed, what arrangements should be made with the United Kingdom or the United States so as to arrive at sources of supply that will be as certain, as quick and as economical as possible.

I understand that the Industrial Defence Board will take the lists of requirements furnished and discuss them through its own officers and working committees with representative industries. It is a big job but it is the only way we know to plan realistically.

7. Will the government "stockpile" strategic materials in short supply?

Answer:

As you would expect, consideration has been given to the advisability of buying and storing quantities of strategic materials which might be in short supply in the event of a war. In the supply of materials, Canada is one of the most fortunate countries as we have a surplus of a great many strategic materials and are in fact the largest exporters of nickel, asbestos