

a position where it is able to compete successfully with the large shipbuilding concerns of the world. While there I had the privilege of going aboard the Argentine vessel, the Morel, which was under contract by the Fore River Company, which company failed utterly under the burden of the construction of those two vessels for the Argentine. That vessel is now in the yard of the New York Shipbuilding Company about half finished, although it was supposed to be delivered something over six months ago. The hull is completed but in a very rough condition, none of the finer equipment is aboard and it will take probably another year to complete the construction of that vessel. I do not say this with the intention of conveying the idea that it is impossible for us to establish shipyards, but I simply quote it to show the difficulty which faces this or any community when they undertake to establish yards capable of handling vessels of this character. It would probably take, in Canada, in the neighbourhood of fifteen years to build up an organization and a plant capable of undertaking the construction of vessels such as those under consideration.

Let us examine very briefly and in a general way some of the conditions necessarily precedent to the establishment of a great ship-building plant. In the first place you require large quantities of iron and steel convenient to your yards. We on the Pacific coast are looking forward to the time when large ship-building concerns shall be established there. We have now a number of smaller ship-building plants doing good work and getting on nicely and we are in hopes that in a few years large ship-building plants will be established there. But I would point out to the committee and to the House that it will be necessary for the Government of the Dominion of Canada or the Government of British Columbia to do something to encourage the opening of the large ore mines of British Columbia in order that we may have an adequate supply of iron and steel conveniently situated and at as reasonable a cost as possible for the construction of vessels of this kind. These great natural resources are there totally undeveloped, and requiring a great deal of attention and capital to open them up and bring them into operation. The next point to consider is the question of armaments. It must be recognized that in assembling a plant such as those we have referred to great and successful organization is essential. Every hon. gentleman will recognize that at the head of every large concern, whether a ship-building plant or a manufactory of agricultural implements or a sugar refinery or any large institution where there is a great deal of skilled labour and where it is necessary to have a fine organization, you must have most skilful and

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well equipped and efficient managers. Then of course, the answer to that is, are not Canadians just as good as others? Undoubtedly they are, but you cannot produce a man capable of managing a large plant of that kind from a concern which has been building small and comparatively insignificant vessels compared with the vessels under discussion. It will be necessary to have a man who not only possesses organizing ability, but who has had experience in the business. It is well known in connection with all large businesses that the manager who is going to make a success is the man who has a working acquaintance with the details of the business. That is one of the first principles. Another principle is that it is necessary to have a large supply of efficient skilled labour. Supposing you were establishing a plant we will say on the Pacific coast, because that is where I am more particularly interested, and brought in there just sufficient men, because no plant engages more men than is necessary, we would at once be faced with this difficulty, that as certain portions of the work were completed you would be laying off men and would be faced constantly with the danger of losing that particular class of skilled labour unless there was some other plant in the community to which they could go and get work in which they were trained. So that in the Old Country, and in the large populous centres of the eastern states, they have those skilled labourers, who could leave one plant and go to another where there is more or less a demand for that class of labour. It may well seem a simple thing to spend \$20,000,000 to establish one of those plants, but we have to look to the future to see what the chances are of keeping such an organization together, what opportunities we have of keeping the plant busy, and what chances we have in competing with the rest of the world.

One of the events of this session has been the complete change of heart on the part of the hon. member for Red Deer (Mr. Clark), who I see has come over to this side of the House. I did not know that he had a position on the treasury benches before.

Mr. CARVELL: He will have soon.

Mr. STEVENS: I have observed this that in spite of all the anxiety and the efforts of the hon. member for Carleton to get a seat on the treasury benches, he has never succeeded in getting there.

Mr. BUREAU: Do not worry about the member for Carleton.

Mr. STEVENS: One of the events of this session, I say has been the complete change of heart of the hon. member for Red Deer. I have never yet heard him make a speech in which he did not introduce the subject