

state. That is quite right. There is the building in a competitive way of very expensive luxury plants, each firm trying to out do the other in chromium plate and plate glass. That is all gone now, but there are the structures and they have to be paid for.

Q. Then there is the delivery of the milk?—A. Certainly. There are half a dozen drivers going up the same street, and if the distributors suggest zoning the city, immediately the housewife calls up and says, "I am accustomed to buying my milk from so and so." Then there is the question of special delivery. Your wife is having people to afternoon tea, and she has forgotten to order cream, so she rings up a plant three miles away and asks them to send her half a pint of cream. That costs fifty cents, and the company gets thirteen cents for it. No company can take the initiative in dropping these services, so this goes on at a perfectly crazy level.

*By Hon. Mr. Horner:*

Q. It is your idea that that will have to stop?—A. Certainly it will stop. It will stop, because it will break down. I wouldn't worry about it.

*By Hon. Mr. Sharpe:*

Q. What would you propose in place of it?—A. Nothing. I would be afraid that anything I might propose would be worse than what we have now.

*By Hon. Mr. Gillis:*

Q. Do you think there is no remedy?—A. Time and patience, and cutting off a few corners here and there. But to set out to revamp it as our friends across the line think they are doing—you will have to get some other witness to agree to that theory.

*By Hon. Mr. Buchanan:*

Q. What do you think of the milk control policy in Winnipeg and some of the cities of Alberta?—A. I think that is possibly, temporarily, a necessary extension of governmental control of an industry that has got itself into a chaotic state, and that only such control can save the adequate distribution of a necessary commodity from falling into chaos. If there is to be control, it should be of such a nature that it would not be part and parcel of the industry, so that the industry could never stand on its own feet again. I think we shall have to have such control boards for a while in the province of Quebec. I hope our Government will do two things: first of all, so organize that control that it may be done away with after a while; secondly, recognize the fact that the chairman of a milk utilities board must be a man of judicial temperament. He is trying to arrange a price for three people whose interests are all antagonistic one to the other, the consumer, the distributor and the producer. I think it is safe to say he has got to be a man of judicial temperament. The other members of the board can safely be chosen to supply technical knowledge of the business, but if the chairman's is a mind which from its very nature leans hard one way or the other, by that very fact he is unfitted to be chairman of the board which has to deal constantly with a problem for which there exists no solution completely acceptable to the three parties involved.

*By Hon. Mr. Gillis:*

Q. It requires almost a super-man?—A. Yes. You are a consumer and want cheap milk; I am a producer and want dear milk; the third man, the distributor wants a big spread. We cannot all be satisfied.

Hon. Mr. BURNS: There is too much competition. Only the other day I was told of an instance where there were 19 rigs in one city block.