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Always hitherto Canada has relied upon Great Britain for technical equipment. When the Hon. Ian Mackenzie's programme came into operation Britain was herself in the midst of her great re-armament programme and required the entire potential output of her own arsenals and arms industry for her own defence.

Canadian industry had had no experience except in the manufacture of shells and a few similar items. The task of developing entirely new industrial processes has been slow and difficult. The results to date in the matter of machine guns, gas masks, searchlights, naval craft, aircraft, mechanical vehicles and a wide variety of less spectacular items have been achieved by conquering what appeared at times to be insurmountable difficulties.

One phase of the problem was that Canada's requirements of each item are small. The unit cost of manufacturing the limited numbers of certain equipment required by Canada was found to be almost prohibitive. Only a complementary British order made it possible to obtain Bren guns.

W.L.M. King Papers, Memoranda and Notes, 1933-1939 (M.G. 26, J 4, volume 159, pages C113389-C114137)

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