

Mr. FULTON: So I wonder if it would save us from chopping through the report if we went on with paragraph (2)? I think the questions being asked would actually all be directed to specific paragraphs, and would perhaps more properly come under the specific paragraphs later on in the report, so that we would be having some duplication if we asked everything at this point.

The CHAIRMAN: I think you are quite right, Mr. Fulton, but I also think it is helpful to the understanding in a general way of the report for Mr. Macdonnell to pursue his general questioning for a few minutes longer, to give us the broad picture.

Mr. POULIOT: Both go together, as you have said so wisely, Mr. Chairman.

The CHAIRMAN: Mr. Gordon, am I correct? Mr. Gordon has suggested that the committee would be better off if he should read his report.

Mr. GILLIS: I think he should, too.

The CHAIRMAN: We all have had the reports on our desks.

Mr. GILLIS: Yes, but most of us do not read them.

Mr. MACDONNELL: We have other things on our desks too.

Mr. GORDON: I undertake to go through it as quickly as possible; and I think there are quite a number of questions which you will pick out which would be answered automatically as we go through it.

Hon. Mr. CHEVRIER: Could we not ask Mr. Gordon to read paragraph 2, 3, and 4, and then, if there are any questions, we could ask them at that time so that we would not have to go through the whole report and then go over it again?

The CHAIRMAN: That might be very good. Shall we try it?

Mr. GILLIS: I think you had better let Mr. Gordon read his report and if there are any questions, we can make notes of them and ask them later on. I think that would be the better way.

The CHAIRMAN: We shall take your advice on it, Mr. Gordon.

Mr. GORDON: Thank you, Mr. Chairman. I shall start then with the letter of transmittal on page 5, which reads as follows:

## CANADIAN NATIONAL RAILWAYS

MONTREAL March 10, 1952

The Honourable Lionel Chevrier, Q.C., M.P.,  
Minister of Transport,  
Ottawa.

Dear Sir:

On behalf of the Board of Directors, I submit herewith the Annual Report of the Canadian National Railways for the year 1951.

In an endeavour to give a clear insight into the activities of the System, the narrative of the Report has been broadened in scope and organized into three main sections, dealing in turn with the financial results, the physical performance and state of the property, and items of interest affecting transportation generally and the Canadian National in particular.

It is a pleasure to record the appreciation of the Management for the loyal and effective service rendered by officers and employees throughout the Organization.

Yours truly,  
D. GORDON.