

Belleville could in my opinion be co-ordinated and a large saving effected.

I think the Canadian National Railway Board has altogether too much power—a power that is prejudicial to our system of responsible government. I believe that the Canadian National Railway Board should have a free hand to administer the railway system; there should be no political interference whatsoever. The government of the country has proceeded along proper lines in this respect during the last few years. The present ministry has been more than sympathetic and has been doing very good work as far as it has gone, but there has not been the co-ordination that there should be. The present head of this railway has been going up and down the country making speeches and promising sidings, lines, terminals, skyscrapers, here, there and everywhere. Now, one of the most important feeders of the National Railways should be the merchant marine, on the ocean, on the river St. Lawrence, and on the Great Lakes. What has made the Canadian Pacific the great railway it is today, with its large earning power per mile? It has been very largely the co-ordination which has existed between its ocean and lake services and its rail communications. So our National Railways might very well take a leaf out of its rival's book, instead of recommending the sale of that merchant marine, constituting, as it does, an important feeder to the railway line. Now, I say that something should be done to bring our National Railways up to date. I would like to mention one or two matters in connection with which economies might well be effected. I have seen members travelling on the trains, and I have seen a large number of private cars proceeding all over the country. I knew a gentleman connected with the railway offices who used to have an office position in Toronto; there are big officials of that kind who could not go as far as Hamilton without dragging a private car along the right of way, even with coal as high as from \$10 to \$15 a ton. And in other ways there has not been co-ordination. There have been transfers of officials from Moncton to Montreal, from one city to another, and so far as I know there has not been any economy effected by the transfer. So I say that co-ordination has not been effected and economies have not been brought about which would increase the efficiency of the system.

There is another branch of the administration of this railway system which must receive attention if success is to be attained; every employee must be satisfied, must be

happy and contented. That condition does not prevail to-day on the National Railways. As I say, the minister is doing the best he can; he has done very good work, but in my opinion the principle of promotion should apply on this line as it does on the New York Central, Michigan Central, the Baltimore and Ohio, and on the Pennsylvania and Lake Shore lines. An announcement was made the other day from the general offices of the Baltimore and Ohio Railway that the principle of promotion would apply to all its employees from the very bottom of the ladder to the top, even to the presidency of that great railway. The same principle applies on the Pennsylvania lines and on the New York Central lines. But what have we in Canada? We are sending to England and to the United States for people to take high positions in connection with our railway system; although there is an alien labour law, as I understand it, on the statute book to-day, people are being brought in here to take positions that ought to go to Canadians. I say that the principle of promotion is the best principle; it is the principle which applies on all the leading railway systems of the United States and England. The leading railway officials in these countries have come from the ranks; the best men we have on our railways in this country have come from the ranks. I do hope that this principle will not be forgotten in the future.

Certain regional areas have been established by the present board of directors of the National Railway system. That was a very popular phrase with Julius Caesar—"regions Caesar never knew," and so on. It is a very high-sounding term, "regional area," but I cannot see where any needed co-ordination or economies are effected as the result of the establishment of these regional areas.

As to rates, there has been some downward trend. In that connection I wish to point out that by legislation of last session provision was made for certain additional rolling stock. During the last twelve months there have been added to the equipment 870 new freight cars, 561 additional freight cars, 26 passenger cars. With all these 1,600 new freight cars and the others that they had on hand a year ago, there are three months in the year when these cars are standing idle, although they could be transporting coal and other products from the prairie provinces to the head of the lakes and to central Canada. A rate of \$9 a ton has been quoted on coal. I submit that the earnings of the road could be very largely increased and this \$73,000,000 item could be very much reduced if instead