

otherwise necessary to produce complete shell, and at the same time of enabling a proper distribution of the materials available so that the maximum production might be secured. Contractors were given the opportunity to pay for their necessary investment of capital from the profits derived from their contracts. Generally speaking, this was accomplished. Subsequently the business was placed upon a competitive basis.

ORGANIZATION OF THE BOARD.—The chairman, with full administrative and executive authority, was assisted by a Board, four members of which gave constant service. Business men were asked to take charge of the various departments, numbering about twenty. These directors carried on their duties in Ottawa, in Toronto, in Vancouver and in Victoria. The following were the more important of these departments:

1. The Purchasing and Steel Department bought all the materials entering into munitions, arranged for the forging of steel, and distributed the forgings and components to the machining plants situated in the various provinces.

2. The Shipbuilding Department purchased and supervised the construction of engines and boilers for the wooden ships referred to below, purchased the timber and supplies for the hulls, and had an operating section which installed the engines, boilers, and equipment in these vessels.

3. The Explosives Department operated the three National plants at Trenton, Renfrew, and Nobel, producing nitrocellulose, cordite acid, T. N. T., with the necessary acid plants, and operated the plant producing acetone and methylethylketone.

4. The Forging Department operated the National plant, at Toronto, in which the steel turnings were melted in electric furnaces, and the steel thus produced subsequently converted into forgings.