

divide up the business and cut out a great deal of unnecessary waste, and whether you could not save a great deal of money to the shareholders of the C.P.R. on the one hand, and to the people of Canada on the other, through avoidance of waste. That is, without interfering with the efficiency, of course.

Sir HENRY THORNTON: That is both worth while and feasible, but whether any tangible results would emerge remains to be seen. Unquestionably, taking the Dominion of Canada as a whole, we are not sufficiently opulent to indulge in unnecessary competition, not only in the railway business but in all other businesses. We ought to try and make every dollar carry with it a maximum return, and if we could get to some understanding with our principal competitor which would result in the elimination of competition, and by competition I mean that form of competition which, if eliminated, would not affect the convenience to the public—certainly we would have gone a long way towards conserving the revenues and the resources of both companies.

Sir HENRY DRAYTON: Mr. Chairman, I am very familiar with this question. In 1916, although as Chairman of the Railway Board I had not any direct control over the railways in cutting off services—although we had jurisdiction to order services—I told them if they did not come under, something might happen. So I was allowed—at the time of the coal shortage—I was given the right to go in. I forget how many trains I cut off, but it ran into large numbers, and saved a good deal of coal and a good deal of money. There was a good deal of objection, because every train that is run is used by some people, and those few people can make a lot of noise, as well as perhaps one or two municipalities, but in about six months' time, after the protests ceased, all troubles stopped, and both systems were saved a lot of money. I had an avalanche of protests, and all that sort of thing, and we had hearings regarding the trains cut off, but a lot of money was saved. The sequel is amusing. Just so soon as the period was over, when I had any right to control the railways and so save money for the country, just so soon were the trains put back on again, and I believe there are more now than there were at that time.

Hon. Mr. GRAHAM: During the war, did your Board not have authority to short-route traffic in many instances?

Sir HENRY DRAYTON: That was brought about in this way. At the time the submarine menace was abroad, a large deputation of railroaders and others came into my office one day and told me the war would be over in ten days. I told them that was interesting if true, and they said "We do not know that it is anything you can have anything to do with, but there is just ten days food supply in England for the army on the continent, and next week all the American North Atlantic ports are going to be closed, and our Canadian railways have already contracted for every single ton of stuff they can handle. They say they cannot take on anything more, and we thought perhaps you could do something with it." Well, we had some cross-firing back and forth, and I said, "I will tell you what I will do. If the railways will put themselves absolutely in my hands so far as jurisdiction is concerned, and if you people in the supply business will appoint one person to look after your interests, with whom I can deal, I will undertake it." The offer was refused, but the next day they came back and accepted it. What that involved was this: it involved the right of using all rolling stock in any way I thought was the most economical, irrespective of ownership. It involved the right to short-route traffic wherever I wanted to short-route it. It involved the right to take business from one line and give it to the other, when the other could make better despatch with it. It involved the right to put in sidings if necessary, for the transfer of traffic, and all those things. In that way we were able to increase, as I recollect the figures, the movement out of St. John in particular as well as out of Portland—there were very gratifying increases in Portland, but out of St. John we increased that