

So it was no innovation that the hon. member for Quebec East was suggesting when he said we should have at least one, if not two, labour representatives on that board. The greatest railroad authority in the United States, which has hundreds of thousands of miles of railways to our few thousands, came to the conclusion after years of study of railway problems that if the Government retained control of the roads labour representatives would be appointed on the various boards throughout the country. The same author also suggested that if the railroads were run by the private corporations, similar provision should be made for the representation of labour with a view to greater efficiency and better results. In view of the necessity of making every possible effort to keep our expenses down to where they are now, and the necessity of urging the board as a last resort for our life to make every possible effort to reduce the expenses of management, we believe that the management in Canada should include at least one or two labour representatives, whose experience would be of great benefit in the administration of the roads.

There is another suggestion I have to make to the minister, and it is with reference to the establishment of divisions for the conduct of the operations of the National railways in Canada. Public opinion in the Maritime Provinces, and I am sure in many other parts of Canada, is in favour of divisional points being established. From our national ports on the Atlantic which are open during the winter our railways cover a territory of from 3,000 to 4,000 miles to the Pacific coast, and it is impossible for one body in the centre of the country, say Toronto, to be intimately aware of the needs of shippers and users of the railways from one end of the country to the other. The Interstate Commerce Commission has created a number of subdivisions, which give the shippers and users of the roads in these different divisions a certain degree of home rule in the administration and direction of the roads, instead of having the whole administration centralized in Washington. I think it would be a good thing to adopt the same practice in this country. A year or so ago at the time of the formation of this board, the people of the Maritime Provinces appealed to the minister to establish a board in the city of Moncton which would look after matters particularly pertaining to the Maritime Provinces. Moncton up to recently has been the centre of the administration of

[Mr. Turgeon.]

the Intercolonial railway. It is a centre also of a large number of interests of a common nature, and if a board were established there, it would be able to look after such matters as freight rates from one local point to another—which would depend upon the nature of the product,—and demurrage questions which arise at every moment and which, under present conditions, can be settled only with difficulty and loss of time. If a board were established at Moncton every shipper in the Maritime Provinces who had a grievance, imaginary or real, would be able to have his case considered by men who were more familiar with conditions in that part of the country than any central board could possibly be. It takes weeks and months to have these matters adjusted now by the organization in Toronto.

I participate in the deserved eulogy which the minister has expressed on behalf of Mr. Hayes. I would prefer, however, that Mr. Hayes had been left in Moncton. He knew the conditions of the provinces intimately and was thoroughly familiar with the needs of the shippers and users of the roads in the Maritime Provinces. Might I therefore suggest that the minister create a divisional point and a local board at Moncton. And not only at Moncton but at Montreal, and at Winnipeg or Edmonton, or both, so that shippers and users of the road could have their difficulties adjusted without loss of time. These matters now take as long to adjust as if they were matters of diplomacy between the governments represented on the League of Nations. Would the minister permit me in this connection to refer also to the statement made by another member of the Interstate Commission on this question, which will also be found in *The Annals of the Academy of Political and Social Science*. Mr. Max Thelen, Director of Public Service, United States Railroad Administration, during the war established a division of public service for the purpose of providing that whatever action might be taken by the Central Railroad Administration at Washington affecting the interest of the travelling or shipping public, the public point of view should receive full consideration. This is a recognition of the fact that the first duty of transportation systems is to give to the public satisfactory service at a reasonable rate. For this special purpose the American Railroad Administration has established a series of freight traffic committees—what I would call local offices—in various sections of the country to which the ship-