

22. Had the minister an absolutely free hand, by far the best plan would be to import a number of selected staff officers from England to fill those of the more important command and staff posts for which trained Canadian officers are not available for the next four years, and to train, so to speak, 'understudies,' who should be capable of taking their places when they left. But this would involve displacing and superseding, for a time at least, a considerable number of senior officers, few or none of whom have yet earned their full pensions or reached the age limit. To deal with them would present many difficulties.

23. Assuming that the importation of a few English officers will be decided on, I suggest the following as the best method of procedure:—

(a) Decide upon 6 divisions in place of 5 as the number to be eventually formed.

(b) Leave the command headquarters as at present, deciding, however, to add an 'officer (say, lieutenant-colonel) in charge of administration' to each as soon as suitable officers can be made available.

(c) Form Military District No. 1 into the '1st division' and complete its staff by the addition of a general staff officer. It possesses only one brigade of artillery, so the lieutenant-colonel commanding the brigade would naturally be the 'O. C. artillery.' There are as yet no engineers. Transfer the 4th Infantry Brigade from Military District No. 2 to complete the infantry. Take steps gradually to organize the administrative services as required. Attach to it the Mobile Column with Headquarters at London.

(d) Form a '2nd Division' from the troops of M.D. No. 2 (called '4th Division' in the Inspector General's Report), transferring to it the 10th Bde. C.F.A., Cobourg, and Cobourg Heavy Battery, from M.D. No. 3. Organise the administrative services as required.

Complete its staff by appointing an officer to command it (perhaps a senior Militia officer), a General Staff Officer, a D.A.A. & Q.M.G., a senior Field Artillery Officer (also from the active Militia) and an O.C. Engineers. Headquarters would be at Toronto.

The 1st Cavalry Brigade already exists and would remain directly under the Command Headquarters.

(e) Leave the Eastern Ontario Command as it is (after detaching the Artillery at Cobourg), but organize the troops therein into the '3rd Division' (called '5th' in the Inspector General's Report). The '2nd Cavalry Brigade' already exists and would remain under the Command Headquarters.

Complete the staff by appointing an 'Officer in charge of Administration,' who would have the heads of Services and Departments under him, and an 'O.C. Artillery' and 'O.C. Engineers' for the Division. In course of time separate the Command and Divisional Staffs. Organize the administrative services as required.

Abolish Military District 4 and its Headquarters.

(f) Treat the Quebec Command similarly to the Western Ontario Command, forming two Divisions, Nos. 4 and 5, with Headquarters at Montreal and Quebec, respectively, and completing the Montreal Division for war by the 3rd Infantry Brigade from M.D. No. 2.

(g) Leave the Maritime Provinces Command as it is, for the present, but organize the troops as far as may be as—

6th Division,

Army Troops.

The troops of the 6th Division could seldom train together as a Division, but attempts should be made to bring them together from time to time, and give them the feeling that the formation really existed. The D.O.C., M.D. No. 8 might command the N.B. Mobile Column and the District, training the 12th Brigade with the former in Sussex Camp.