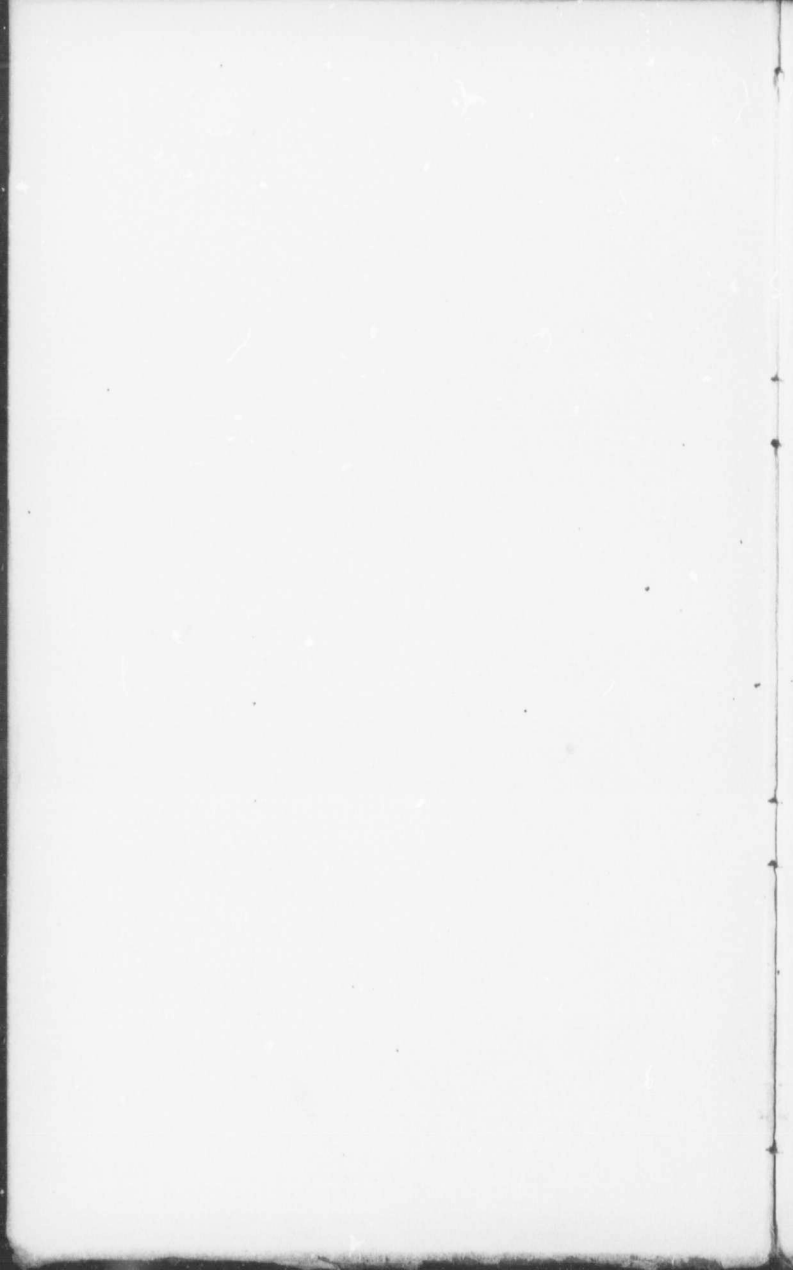


COMPLIMENTARY TO  
MAJOR AUSTIN C. TAYLOR

v



# PROCEEDINGS *of* A DINNER

Given by the Officers *of* his Staff  
to

## MAJOR AUSTIN C. TAYLOR

Director *of* the Department *of*  
Aeronautical Supplies,  
Imperial Munitions Board

HOTEL VANCOUVER  
MARCH 28 - 1919

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MAJOR AUSTIN C. TAYLOR

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MAJOR AUSTIN C TAYLOR



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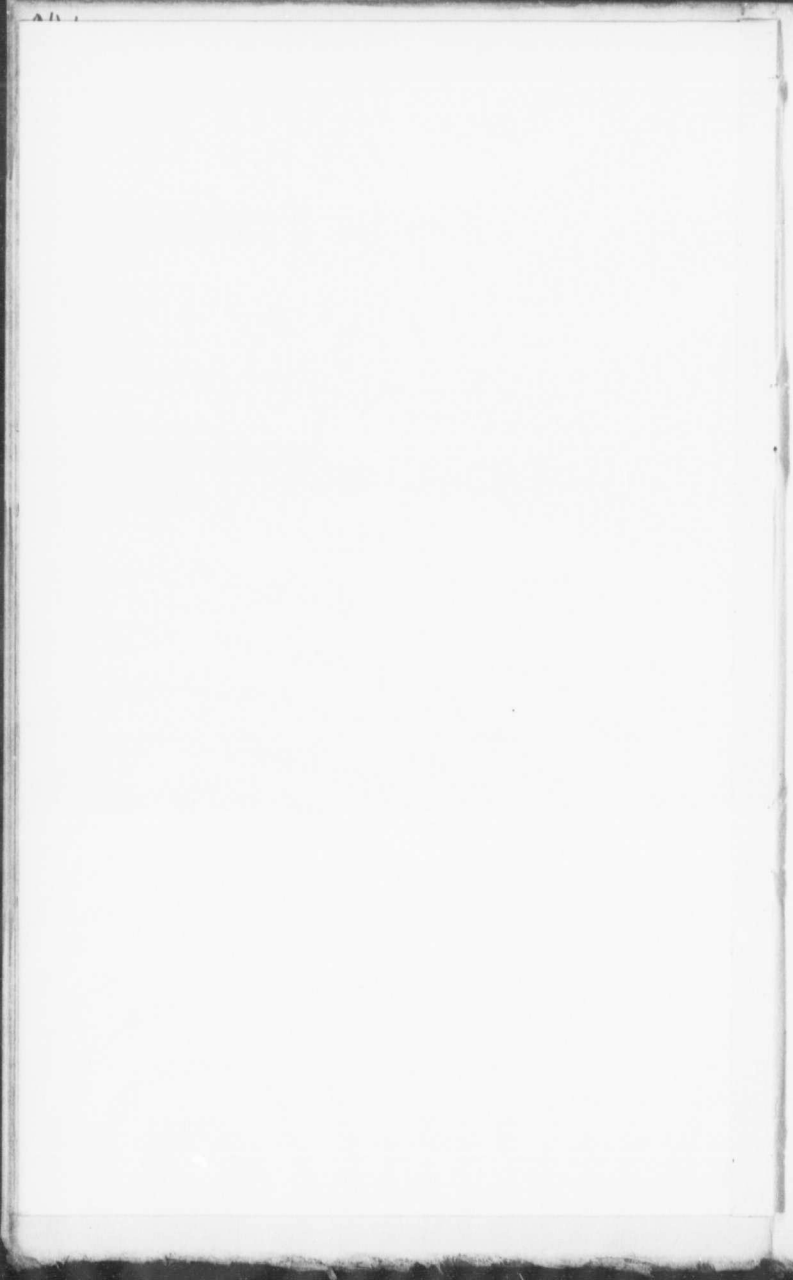




CUP PRESENTED TO  
MAJOR AUSTIN C TAYLOR

МАЮВ УПЕЛИ С ІВАГОВ  
СПЬ ПРЕЗЕНТЕД ІО





GUESTS AND MEMBERS *of* THE STAFF  
AT THE DINNER



Mr. H. R. MacMILLAN, *Chairman and Toastmaster.*



MAJOR AUSTIN C. TAYLOR	Mr. R. H. H. ALEXANDER
Mr. J. D. McCORMACK	Mr. M. A. GRAINGER
Mr. J. M. DEMPSEY	Mr. N. S. LOUGHEED
Mr. AIRD FLAVELLE	Mr. GEORGE C. TAYLOR
Mr. A. HENDRY	Mr. B. W. GREER
Mr. F. L. BUCKLEY	Mr. W. P. MORGAN
Mr. O. N. SCOTT	Mr. L. R. SCOTT
Mr. E. C. SAUNDERS	Mr. W. HANSON
Mr. PERCY G. SILLS	Mr. W. J. VANDUSEN
Mr. F. C. RILEY	Mr. HAROLD DARLING
Mr. J. O. CAMERON	Dr. J. A. SMITH
Mr. W. B. W. ARMSTRONG	Mr. J. H. GREER
Mr. ERIC HAMBER	Mr. F. R. PENDLETON

GUESTS WHO REGRETTED THEIR  
INABILITY TO ATTEND



HON. T. D. PATTULLO  
MR. D. McLEOD  
MR. H. J. MACKIN  
MR. E. J. PALMER  
MR. P. A. WILSON

MR. GEORGE F. WHALEN  
MR. A. E. MUNN  
MR. R. P. BUTCHART  
MR. A. B. MARTIN  
MR. C. E. GARRETT

(Copy.)

R. P. BUTCHART

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Tod Inlet, B. C.  
Vancouver Island,  
March 25th, 1919.

Dear Mr. MacMillan:—

I appreciate very much your kind invitation to attend a dinner to be given by the Executive Staff, Department of Aeronautical Supplies, B. C., to Major Austin C. Taylor, on Friday evening, the 28th inst., and realizing the important work accomplished by Major Taylor and the Staff, and the pleasant relationship we have had, I would be greatly pleased to be present, but sincerely regret I will be unable to, owing to an engagement I have at Tacoma on the afternoon of that day.

Kindly tender my regrets to Major Taylor and the Staff, and wishing you a most pleasant evening, I am,

Sincerely yours,

(Sgd.) R. P. BUTCHART.

H. R. MacMillan, Esq.,  
Imperial Munitions Board,  
Dept. of Aeronautical Supplies,  
Rogers Building,  
Vancouver, B. C.

(Copy.)

E. J. PALMER

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Chemainus, B. C.,  
March 25th, 1919.

Imperial Munitions Board,  
Department Aeronautical Supplies,  
Vancouver, B. C.

*Attention H. R. MacMillan.*

Dear Sirs:—

I wish to thank you for your letter of March 24th, and I should indeed like to join you at the dinner on Friday evening, March 28th, not only from a personal point of view, but as a mark of respect and appreciation to Major Austir C. Taylor, on the business-like and efficient manner in which he has handled the work of the Department.

I regret, however, that owing to an important meeting, on the same date, in Victoria, of our "Associated Timber Exporters of B. C. Company," which I have promised to attend, I will be unable to be with you.

Thanking you kindly, and with best wishes, believe me,

Sincerely yours,

(Sgd.) E. J. PALMER.

MBE/EJP.



(Copy.)

THE KERR & MUNN LOGGING COMPANY

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Vancouver, B. C.,  
March 27th, 1919.

H. R. MacMillan, Esq.,  
Vancouver, B. C.

Dear Mr. MacMillan:—

I received your very kind invitation to the dinner to be tendered by the Executive Staff of your Department to Major Austin C. Taylor, on Friday evening, March 28th, at 6.30 o'clock.

I assure you that I appreciate this invitation very much, as nothing would give me greater pleasure than to be present; but I regret to state that my unavoidable absence from the city on that date will prevent me from attending the dinner.

I thank you.

Yours very truly,

(Sgd.) A. E. MUNN.

(Copy.)

P. A. WILSON  
Timber Lands

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Vancouver, B. C.,  
March 27th, 1919.

My dear MacMillan:—

Your very kind invitation to the dinner to be tendered Major Taylor tomorrow evening, received, and I thank you for remembering me.

It is necessary that I go to camp tonight, and regret that it will be impossible for me to accept your kind invitation.

Yours very truly,

(Sgd.) P. A. WILSON.

To: Mr. H. R. MacMillan,  
Imperial Munitions Board,  
Rogers Building,  
Vancouver, B. C.

(Copy.)

WHALEN PULP & PAPER MILLS, LIMITED.

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Vancouver, B. C.,  
March 28th, 1919.

Mr. H. R. MacMillan,  
Imperial Munitions Board,  
Vancouver, B. C.

Dear Mr. MacMillan:—

In the absence of Mr. George F. Whalen, I have pleasure in acknowledging your kind invitation of March 24th to attend a dinner, on March 28th, to Major Austin C. Taylor. The dinner is one which Mr. Whalen would consider a great privilege to attend, but his absence in Chicago makes this impossible.

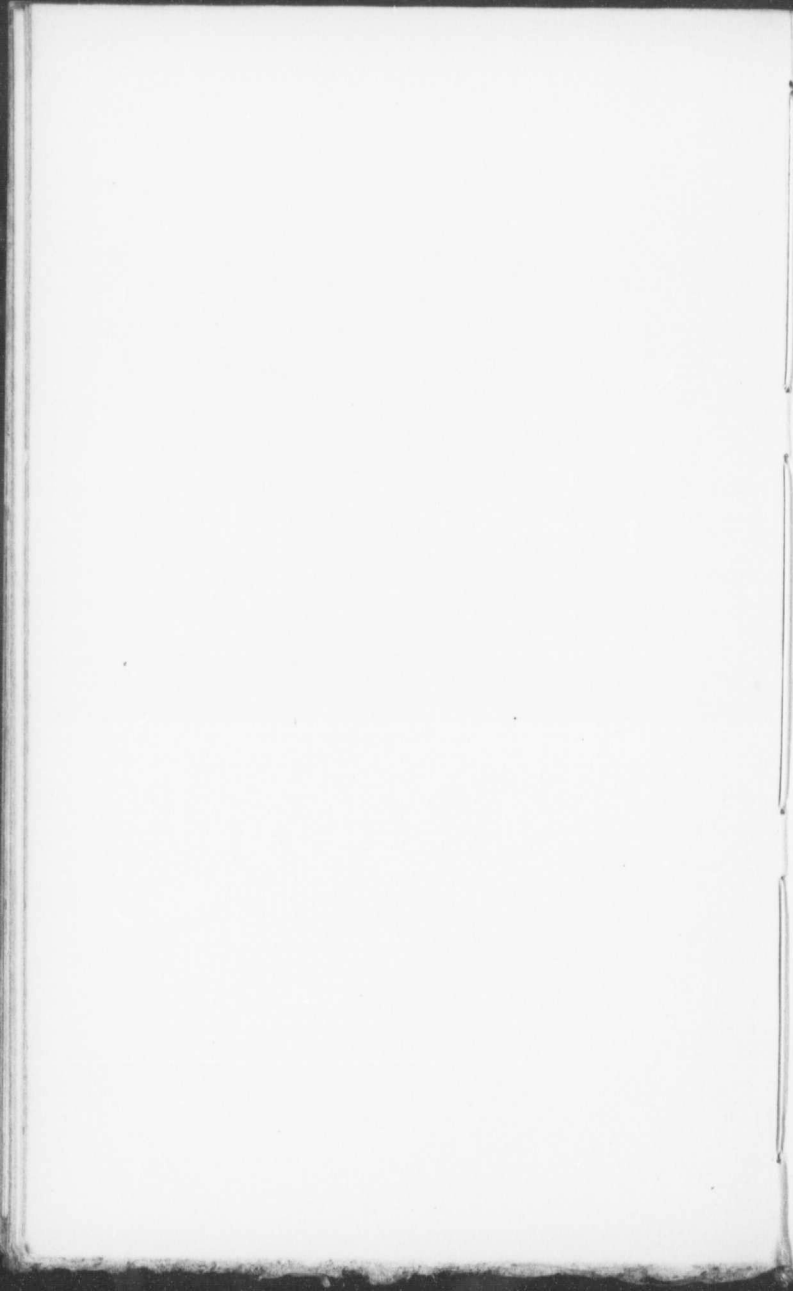
Major Taylor has overcome well-nigh insurmountable obstacles in the work now drawing to a close.

With Mr. Whalen's best wishes for the success of your dinner, I am,

Yours faithfully,

(Sgd.) O. A. JORGENSON,  
Secretary to Mr. Whalen.

OAJ/EL.



## PROCEEDINGS



Mr. H. R. MacMILLAN, Chairman and Toastmaster.

**T**HE CHAIRMAN: Gentlemen, ordinarily when we drink the toast to the King it is an observation without any discussion. It is a formality of almost every dinner. The chairman proposes it without many words, and I suppose ordinarily those who drink it, drink it without any particular thoughts; but to my mind this is a very unique occasion. We acknowledge, as in the past, our King as head of our Army and head of our Navy. The past two or three years have brought another force into being almost if not quite as important as either the Army or the Navy, and that is the Royal Air Force. Now I doubt if ever before a small group of civilians have had the same opportunity as we have had during the past year or two of taking on the responsibility and also the privilege of having produced so large and important a proportion of any arm of the public service as this body of men have co-operated together in producing and supplying the aeroplane spruce for the Royal Air Force, so happily victorious. Therefore, gentlemen, I think that we might drink the toast to the King with more than ordinary enthusiasm.

(The toast was then acknowledged by the company.)

**T**HE CHAIRMAN: In common with several others here tonight, gentlemen, I wish to express the expectations of everyone, to the effect that after our unusual initiation into this meeting we shall certainly expect some very unusual speeches, particularly from those gentlemen who had occasion to leave the room once or twice during the progress of the dinner. No doubt they were fortifying themselves for what they expected to give you. One or two of them may not have been on the programme, but after having seen them go out and come back we must not omit the opportunity of just seeing what they are capable of.

On behalf of the staff of the Department of Aeronautical Supplies of the Imperial Munitions Board, I now wish to welcome all here as our guests, and to thank them for their attendance. May we interpret their attendance as an indication of

that interest without which we could not have performed our work. It was their interest which led to their co-operation, and it was their co-operation which made the work of this Department possible.

This dinner marks a solemn occasion. It is the virtual termination of the work of the Department of Aeronautical Supplies, and although we in British Columbia have prided ourselves, and rightly so, on what this Province has done for the war from the beginning of the war until the signing of the armistice, I have been informed that no part of Canada contributed a larger proportion of its population to the Imperial and the Canadian forces; also I have been informed that under the provisions of the Military Service Act no portion of Canada showed a smaller proportion of persons who were drafted under that Act. The people of this Province were volunteers; and further, we have taken great credit to ourselves for the contributions of subscriptions made to the various war loans. It is extraordinary that a Province so young as this, which is still a borrowing section of Canada, should have excelled all other provinces excepting Ontario in the per capita subscriptions to the various war loans. But I think we overlook the contribution to this war of which we might be still more proud, which is, that although the munition industry supplying all necessities for the prosecution of the war began in Canada from the firing of the first shot and continued until the signing of the armistice, there is no part of Canada can claim for itself that it has produced such a necessity in such proportion as this Province has produced in supplying by far the greater part of the aeroplane material, spruce and fir, without which the great air fleets could not have been constructed. That is something, I believe, we should keep in mind. It means that hereafter throughout the Empire, and probably throughout the world, when people think of British Columbia they will think of aeroplane spruce, just as now when they think of coffee they think of Brazil, or when they think of diamonds they think of South Africa. In this country we have the only supply of aeroplane spruce that exists in the Empire, and that is something I hope the Provincial Government is taking into due cognizance in their consideration of the administration of our natural resources.

Now it is true, after the air fleet became a necessity, that this community was able to produce the commodity that was essential for the construction of that fleet. I believe, though, that without belittling the individual efforts of any of us who are here tonight, I am expressing your sentiments when I say that the conception of the bold programme, the building up of

the broad organization, and the prosecution and execution of that programme which brooked no delay and took account of no obstacle, neither of time nor geography, nor labor causes, nor natural obstacles of any kind, that this vision and the executive ability brought to bear on it must be attributed to the guest whom we are here to honor tonight. (Applause.)

Now, gentlemen, I think I have very well covered the extent of my field. I wish to call upon one of the gentlemen to propose the toast of the Forest Branch, whose co-operation we are proud to acknowledge: Mr. O. N. Scott.

MR. SCOTT: Mr. Chairman and Gentlemen: Before proceeding with the toast, and as a member of the staff of the Department of Aeronautical Supplies, will you permit me first to record and state my appreciation of the privilege of being one to join you all in extending our good wishes and respects to the chief guest of the evening, Major Austin C. Taylor, Director of the Department of Aeronautical Supplies of the Imperial Munitions Board. His indomitable energy, his organizing genius, and, above all, his kindly human qualities of sympathy and sympathetic interest in each of the members of his staff, have won for him the complete respect and admiration, yes, I might say affection, of every one who has had the pleasure of being associated with him in this work. However, gentlemen, lest I trespass on a subject that is to be fittingly and more adequately dealt with by a subsequent speaker, permit me to propose the toast of the Forest Branch, a duty the Chairman has imposed upon me, and a privilege for which I tender him my thanks.

Without, gentlemen, detracting from the importance of the assistance and co-operation of all those connected with the great lumbering interests of British Columbia, I think you will all agree with me that one of the chief contributing factors to the success of Major Taylor's Department was the co-operation and assistance rendered by the Government of the Province of British Columbia, and particularly by that Department supervised by the Honourable Mr. Pattullo, Minister of Lands, and more specifically by that Department known as the Forest Branch supervised by Mr. Grainger, Chief Forester for the Province.

I think all of you gentlemen here are exceedingly familiar with the difficulties and obstacles which confronted a rapid and early organization of the aeroplane spruce lumber industry in British Columbia. In this you will recall many of the early obstacles were at one time thought to be insurmountable.

There was a lack of definite information as to the quantity of available timber; there was a general lack of information particularly as to this timber, Sitka spruce, whose qualities were recently known to be particularly adaptable to aeroplane construction requirements. However, gentlemen, thanks to the assistance of the Forestry Department, which placed at the disposal of the Board every facility and offered all the assistance within their power, I think you will agree with me that that assistance contributed very largely to the subsequent success of aeroplane lumber production in British Columbia. Specifically, I might mention, if you will allow me, the Spruce Cutting Act, a measure which in a large way eliminated contentious acquisition of cutting rights over this timber. That was a most important measure, and a measure which had the complete sympathy of the Premier, the Deputy Minister of Lands, the Chief Forester, and, so far as we can tell, of all those who were associated with the Forestry Department of the Provincial Government. This was an exceedingly important Act and rendered it possible to reduce to a uniform basis the principle upon which compensation was paid to the owners of timber, whether those timber limits happened to be privately owned or held by the Crown.

In every way, gentlemen, the Forestry Department, through its most capable officers and administrators—and in this connection will you permit me also to mention the names of Mr. Vandusen, Mr. Caverhill, and others—this Department rendered most exceptional service, and all of us, who have had the pleasure of being associated with Major Taylor, can, I am sure, testify to the wonderful co-operation that they have given us all the way through.

Now, at the end of our production programme, which by the way has been terminated for some time, will you permit me, gentlemen, on behalf of the Imperial Munitions Board to tender our sincere thanks to the Forestry Branch for this magnificent assistance, without which we would have had much larger difficulties and many more obstacles to overcome. Also, at the same time, permit me, if you will, to extend to the Forestry Branch the sincere good wishes of every member of the Department of Aeronautical Supplies for your continued success in your association with the great—yes, one of the greatest industries in Canada—this great lumber industry of British Columbia.

I might say before closing, and before proposing the toast to the Forest Branch, that we ourselves conducted a sort of miniature forestry department in our operations. It may be



interesting to those present, while many of you will know, that in our preliminary operations we cruised some 6000 square miles of territory in this Province, of which 365 square miles were detailed cruises. As a result we amassed a great deal of information, which has been properly classified and filed, recorded on maps, which will make a very valuable addition to the Forestry archives of this Province.

The names associated with this toast are the Honourable Mr. Pattullo, who, unfortunately, has been unable at the last moment to join us at this dinner; and Mr. Grainger, who at no little personal inconvenience to himself has come over from Victoria to be with us tonight. I ask you, gentlemen, to fill your glasses and drink to the toast of the Forestry Department. (Applause.)

(The toast of the Forestry Branch was then acknowledged by the company.)

MR. M. A. GRAINGER: Mr. Chairman and Gentlemen: I think, as Mr. Scott said, possibly some of the inconvenience to myself is now happening. (Laughter.)

Gentlemen, Mr. Pattullo was very, very sorry that he could not be here tonight. He had arranged to be here. He had figured that the Legislative Session would be ended about Wednesday or would have stretched into next week. However, the Session is ending tonight, I understand, and things are so pressing there, and he has charge of so many different lines of work, that he simply could not get away. He sent this telegram, which Mr. MacMillan has asked me to read:

"Please express to Major Taylor my very keen regret at inability to be present at dinner which the Imperial Munitions Board is tendering to him. At the last moment I find it impossible to leave until close of the Session. Please tender to Major Taylor an expression of my appreciation of the splendid work which he did in organizing in so short time so heavy an undertaking. I desire, also, to compliment the able corps of assistants who worked so effectively with Major Taylor in one of the most vital branches of the war service. I think, too, we might well felicitate the timber men of this Province who turned their energies from ordinary production to the all-important problem of aeroplane fir and spruce supply. All good wishes for a pleasant evening.

"PATTULLO."

The disastrous part of it, gentlemen, is that I should appear in the proceedings as an after-dinner speaker, a rôle which I assumed once before, a few weeks ago, with somewhat dire results. Well, anyway, you know the worst. It reminds me one time in my younger days, when I had a job cooking in a camp, and I succeeded in my cooking and I tried to intro-

duce a little variety, after my own ideas, into the cooking. Well, nothing was said about this for a long time, until one day the boss remarked: "That cook we had last was a dandy. You could almost tell what you were going to get." Well, the point is, gentlemen, you know what you are going to get, and I apologize for my incapacity as a speaker. Now, I cannot plead that I was not warned. Mr. MacMillan told me this morning I would have to speak, and I have been trying to think what I would say. You know, for instance, a happy anecdote is one of the bright features of an after-dinner speech, and time and again I have marked down an anecdote and I can't remember one of them. (Laughter.) So the anecdote is gone. Then I tried to think out something which would lead up naturally to the matter which I do sincerely wish to lead up to; and perhaps, since we are so many timber interests here, I might mention a thing which I have been talking a good deal about. It is an old topic with me and always comes up on these occasions. I think we got a stage nearer, last week, to the federation of all the timber interests of the Province. We found the lumber men getting together for export trade and incorporating that company which was completed yesterday. There is one form of get-together. Last week we started, in addition to the Log Export Committee, a Scaling Committee, which is going to meet between the lumbermen and the Department to settle all the troubles connected with scaling. This coming week we want to make a further step forward, and make a start on a comprehensive lumber market extension programme, which will be worked out, not by ourselves, but by all the industry being represented there, and working it out together. That is all in line with this present spirit of "get-together." And, incidentally, this spruce thing has had a tremendous effect, I think, in moulding public opinion and opinion amongst ourselves towards the same end.

I remember when I came out to this Province, twenty odd years ago, the first time I ever heard of the existence of something like government was when we were on the trail up north, and a gentleman came along and stayed with us a couple of days, fishing. It turned out in the end that he was a government official. He was carrying a ballot box, and he was being paid so much a day. He thought it was a tremendous joke that he had a government job. That was his attitude towards it. The next time I encountered public work of any kind there was a friend of mine who was a policeman in the north, having a little card game down at the restaurant with a Chinese cook and the prisoner and himself and another government official,

and he looked upon public activity in very much the same light, as rather a humorous thing. The humor continued with him until Joe Martin fired him, I think, together with all the other government officials of the Province, somewhere about 1901; and then it appeared that he owed so much money to every storekeeper round that whole settlement that the unanimous opinion of the neighborhood, as expressed in a petition to Victoria, was that he should be reinstated for the purpose of paying off his debts. (Laughter.)

Now to my mind, in those days as a young man, the Government figured as something so extremely humorous that everybody was out to do it that got a chance; and the public work was humorous, to say the least of it. Now, that sort of thing kept along, I think, in some quarters pretty well up to the time the war started. Then, I think, people began to take a new attitude towards public work. I mean, some of the misfires in the early part of the war were due to the need for efficient public service, and as the needs have gone on during the war people have come to realize more and more that you have simply got to have efficient public service and efficient co-operation between industries, just like the British Government has got busy these days, and so it is all over the world, that feeling is prevalent. Now, one of the things—and this is going to be more so in the future—one of the things, I think, that happened here in B. C.—you will excuse my poverty of argument—one of the best lessons that we have had in carrying on public work in an efficient way, has been the spruce business. Eighteen months ago there was no spruce production here, and in fact things had been hardly got under way. During the last year we have seen some very remarkable happenings, a piece of public work has been put through, a clear-cut work that has shown the country what can be done when people get together in a common undertaking and filled with the spirit of public service. Now that is a very different thing to the old attitude of “do the Government,” and no matter what happens in the public service, when you come to analyze it there is an element that has been supplied—drive and cut the spruce and stay with it—a certain inspiration in that thing, a certain courage and tenacity which has been supplied by Major Taylor. (Applause.)

Now, I am not prejudiced in favor of Major Taylor. He took me out one day and he distributed myself and my clothing all around the park, more or less on and off a horse—(laughter)—but I just wanted to say that we have buried that hatchet and I respect the courage the Major has shown, and the

fact that he has stayed with this game and has done it, sparing himself never, day in and day out, and I think he has hurt his health doing it.

Gentlemen, I wish to thank Mr. Scott very much for what he has said about the Department. With the sores on my back where Mr. MacMillan has landed me so frequently during the course of the past year for our deficiencies, I welcome that expression of sympathy. (Laughter.)

I have to thank you for a very pleasant evening, and to apologize once more for my incapacities, but I wish to say that it has been a great pleasure to see this spruce business put to such a remarkable finish, and to express the appreciation that we have felt for Major Taylor. (Applause.)

THE CHAIRMAN: Gentlemen, it is difficult to realize now what Captain Carpenter described the other day here in this building as the "hectic moments." The hectic moments are now over. Some twelve months ago cables were coming out frequently, and letters, saying they wanted to see something done, and the newspapers came out with the statement about the Germans being within 60 or 70 miles of Paris. You did not know, before the next paper was issued, but what the Germans had possibly reached Paris. It is hard to realize now what the situation was then, and I think it is a pleasure to all of us who shared in this business to remember how the lumbermen tied into the game. It is difficult now to imagine those lumbermen who had passed their early years of work, like our friend Mr. McCormack, if I may name you a gentleman just by way of example having reached what might be called the "contemplative" age in life—I repeat, it is difficult to imagine these leaders in the industry, early in the morning down among the lumber piles, disrupting their organization, making everybody in the mill, from the jack ladder to the lumber yard, wonder what the "old man" was doing, picking up a board here and a board there, even sitting at the feet of the Inspectors and learning new lumber law, and possibly then learning it in a different fashion the next day. (Laughter.)

It is hard now to realize those moments, but I myself am very glad we have had them. We are sorry for the occasion, but we are glad to have seen what co-operation it was possible for this industry to give.

I am very pleased, also, that the toast which our friend Mr. Riley is going to propose to the lumber industry is coupled with his name. It is unfortunate that Mr. Riley suffered the burning of his operation last July, and on account of the

disastrous fire was forced to cease his active participation with the Board, and only could give a little counsel from time to time. We have all regretted that that was necessary, but fortunately, before the time of the fire, Mr. Riley was able to bring his leadership of the loggers, as I think we could call it, down to a point of getting the loggers to go north, where they had never been before. His peculiar knowledge of the game led to the starting of our aeroplane spruce production. It is not possible for us at this time to estimate what the industry as a whole has performed for this Board. The best of the men, the most experienced men, those only needed to have it suggested to them that their services would be of value to the cause, and many of them responded, like Mr. Pendleton, Mr. Greer, Mr. Roe, Mr. Flavelle and others, dropping their own business and going right at spruce production without a moment's hesitation, and giving it their unceasing attention until the job they undertook was put over.

Now, gentlemen, possibly you will be interested just at this moment to allow me to read a wire from Mr. Roe, who is in the east in connection with this industry.

This is his wire from Ottawa, dated March 23th:

"Will you express my regrets that I am unable to be with you tonight. Kindly express to the Major congratulations not only on his recent move—

whatever that may be—(hear! hear!)—

—"but also on having made good the production of spruce. Best wishes for the future for all the staff."

(Applause.)

Gentlemen, we feel that that message from your President is simply an example of the feeling that exists between all of us. I will now ask, with your permission, Mr. F. C. Riley to propose the toast to the lumbermen, which will be responded to by Mr. Hamber, Mr. Cameron, and Mr. McCormick, all of whom lent valuable aid.

**MR. RILEY:** Mr. Toastmaster and Gentlemen: I thank Mr. MacMillan for all those nice things. When I get up on my feet I wish I could think of anything, but I can't. Tonight the only thing I can really talk about, sir, is that a nice bottle of Scotch would be welcome—(laughter); but thanks to the gentleman who wrote out what I was supposed to say—(laughter)—you will pardon me, I am going to read it.

Gentlemen, I certainly consider it an honor to be asked to propose this toast. While as a member of this Board I regret the thought of the dissolution of this fine partnership

of men, still we can all appreciate the benefits of this splendid co-operation which our esteemed Major has taught us, and carry it forward in our future activities. We lumbermen and loggers have materially benefited recently by following the policy laid down to the members of this Board by this fine gentleman, which was always co-operation first, last and all the time. This, gentlemen, is an auspicious occasion, gathering together, as it does, those who have been largely responsible for the very creditable production of aeroplane lumber in this Province, and also for signifying, as it does, the closing of one of the important chapters of this great war, and from this standpoint we are all glad to say "Amen."

But, on the other hand, we are not glad to say "Amen" to the fine co-operation, good fellowship and business integrity which has banded us together in this big family under the efficient leadership of our good friend Major Taylor.

I do not imagine there ever was an occasion where the same manifestations of unselfish co-operation and unity of purpose have been more ably demonstrated than in this organization, which is meeting here tonight for the last time.

To you lumbermen, especially, we owe the deepest gratitude. It is a simple matter, in Vancouver or in any other labor and railroad center, to contemplate the erection and operation of a saw mill, but on an undeveloped island 500 miles distant from such centers, where you have to transport everything from a shingle nail to the largest piece of machinery, and dump it on the beach when you get there, it is a different matter and would discourage anyone but those of pioneer stock whose forefathers had hewn their homes and fortunes out of the wilderness.

When I went to Massett Inlet first in connection with the work of this Board, one cannot imagine a more discouraging condition of affairs from an operating standpoint. There were fully two feet of snow on the ground, the logs were frozen in the ice at the camps, and men were sleeping wherever they could spread their blankets, but you were all cheerful and hopeful of the future.

I made another trip about a month later and found all mills running night and day, turning out the finest aeroplane lumber that had ever been manufactured, with several new mills under construction.

Every mill from Vancouver north, including Quatsino, Ocean Falls, Swanson Bay, Prince Rupert, and Massett, had the same thing to say, "Give us logs and we will produce aeroplane lumber, whether we produce anything else or not." And

you did produce, you produced the finest aeroplane stock that ever crossed the Atlantic, in larger quantities, in much less time at much less cost than our neighbors across the line.

And later in the season, when we decided to place mills on Moresby Island, you dismantled your mills in other districts and moved them, bag and baggage, without a question of the ultimate outcome.

You fir mill men also contributed magnificently in aeroplane production; in fact, I do not know what we would have done in the early stages of aeroplane production for stock had it not been for your united and untiring efforts in producing this material at a time when we needed it so badly, and through it all, fir and spruce mills alike, I never heard one of you complain of the cost or the loss of efficiency in your plants. It was always production and more production.

Is it any wonder that we regret to say farewell to such a fine body of unselfish, public-spirited men! Personally, I wish we could keep our identity and meet together in this way often and talk over these busy and interesting times, and live over again these associations which I know have all tended to make us better friends, better men, and better citizens of a great and good country. I thank you, gentlemen. (Applause.)

THE CHAIRMAN: Will those who are not saw mill men drink to the saw mill industry.

(The toast was acknowledged with the refrain, "They Are Jolly Good Fellows.")

THE CHAIRMAN: Mr. Eric Hamber. (Applause.)

MR. HAMBER: Mr. Chairman, Major Taylor, and Gentlemen: In the first instance I wish to thank you very much indeed for the privilege and honor that you have done me in inviting me to this banquet and enabling me to pay a tribute to the splendid work of Major Taylor, and also to the work of his able assistants. When Major Taylor was sent out here by the Imperial Munitions Board, the magnitude of the work that he had to undertake, I think, he had little comprehension of; in fact, most of us had not. However, he faced the music, and his first efforts were to get together a body of men to assist him in this work, and therein he showed his true executive ability. He surrounded himself with men such as Mr. MacMillan, Mr. Pendleton, Mr. Greer, Mr. Armstrong, and many others, and I tell you, gentlemen, that he could not have selected a better body of men to assist him in the heavy undertaking that he had in hand than he did in selecting those gentlemen. (Applause.)

Further, the next operation, I think, was to seek the co-operation of the lumbermen and the loggers, and in this, through tact, he was successful and did it in the most excellent manner. Everybody put their shoulders to the wheel to assist him with the executive genius that he had to carry on the work together and accomplish what has been accomplished today in the output of aeroplane spruce—and, before passing over, I wish here—I never have had the opportunity before—also to express on behalf of the lumbermen our sincere thanks to the Secretary of our Lumbermen's Association, Mr. Alexander, who did very excellent work in assisting Major Taylor and his lieutenants. (Applause.)

The urgency of the project that Major Taylor undertook—I imagine he was sent out here with instructions to get aeroplane spruce and get it at all costs—that very thing eliminated and placed the production of aeroplane spruce outside of mere commercial commodity. And, gentlemen, the result was accomplished. It may have been a little expensive, we don't know, but what was a few dollars and cents where the lives and freedom of millions of citizens were concerned? The results of the enterprise and administrative ability of Major Taylor and his assistants were what? That this country, British Columbia, produced, I am informed, and I think correctly, in the eleven months just before the armistice was signed, an output of spruce per month for aeroplane purposes in excess of, or at least equal to, that produced by America, at at least one-half or one-third the cost. Now, gentlemen, we lumber men, whilst we gave what assistance we could, we can only take the credit of being citizens trying to help our cause along. The chief element in the whole construction of the Imperial Munitions Board staff here was the energy and the genius for production of Major Taylor, and the able assistance given to him by his worthy lieutenants, and to them we pay all tribute, asking them to accept our sincerest thanks and congratulations on the work that they have done. (Applause.)

I don't know that there is very much to add, only I was asked to address a few words, and I was informed that it was on practically the outlook of the lumber situation. I really perhaps misinterpreted the note to which I had to speak exactly; however, as far as I am concerned, one thing leads to another, and whilst I think that it was a great mistake—that is my personal opinion—to dispense with this organization—I think it might have been carried on for another two or three years and would have been well worth while. In fact, in my humble opinion, I offered and suggested to the powers-that-be



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that it would be in their interest to carry on this organization for a certain length of time, for certain reasons that are obvious, I think, to us all; but they didn't see their way clear to do so, and my own humble opinion is, that it was not to their advantage.

In passing on to the lumber situation and the outlook for the Province of British Columbia, I hardly know what to say, although I think that probably we are all too optimistic; and yet we may find the price looking up (Hear! hear!); on the other hand, too pessimistic, we may find some of our mills that are just a shade even less so, that we have got to strike the happy medium and just carry on. I believe, I firmly believe, that the outlook for this Province and the lumber industry is excellent if we have the readjustments that are necessary—readjustments of labor, readjustments of wages, and various other things, which I do not think will take a very long time if they are properly handled. I believe that in the lumber industry we are coming into the best years—three or four years—that we have ever had in many, many years—in fact, in the history of the industry in British Columbia. (Hear! hear!)

I would like to see and I am glad to hear that a movement is already started whereby the export of lumber from British Columbia will be fostered, and it should be, gentlemen, not only twice, but treble the amount that it is today. (Applause.) There is no excuse for it except the lack of co-operation; and I think one of the chief factors in that, that we do not have a larger export business from this Province, is that we do not own or control or have an interest in a single ship that is sailed on the seas. Until we do, we can't accomplish much, and it will be very hard for us to accomplish what we should do in that direction.

I am very strongly of the opinion that there are few people in this Province, if they only took up and really analyzed the situation, that cannot but be led to believe that the lumber industry in this Province is really sat-upon. Now I don't mean that from our friends, the Forest Branch—than whom we have no better; but people don't realize what this industry really means in this Province. We get it coming and we get it going, therefore I would like to see today instituted in the Province a combination amongst lumbermen and all interested manufacturers, whether they are loggers or anything else, I would like to see a combination of membership, a league formed, in which would be represented all classes of the community that really have a vital interest in the lumber industry. You see in the prairies what it has accomplished today

for the grain growers. Now the grain growers today are a body of men that have to be listened to at Ottawa; they have to be listened to in the policies of the country; and unless we get together in British Columbia, particularly in the lumber interests, which, I think, circulate and maintain the highest payrolls and are the most valuable today in the Province, and unless we do something along this line of co-operation we are apt to lose out to a certain extent in our negotiations and apt to lose out through not being together and being together in force.

That may or may not be the question, but I am a firm believer in it, and I think it is one of the things that we should get together on at once—all the lumbermen of British Columbia. We have our Associations representing a few mills; the loggers have their Association; the shingle men have theirs—all from the same industry, practically. Where do we ever get together and exchange opinions, and as a united body, representing thousands and thousands of votes and millions of dollars in expenditures in wages, where do we ever bring that pressure to bear to obtain what we wish?

Now, gentlemen, before sitting down, I wish to express happily to Major Taylor our appreciation—and I am sure that the people of British Columbia, if they knew the facts, would do the same, Major—and also to his able assistants, for the way they have carried on this spruce industry, which is a credit to themselves, a credit to the Province, and, further than that, a credit to the Empire. (Applause.)

**THE CHAIRMAN:** The members of the staff appreciate the sentiments expressed and feel, I think, unworthy of them. May I call upon Mr. J. O. Cameron, representing the saw mill industry.

**MR. CAMERON:** Mr. Toastmaster, Major Taylor, and Gentlemen: I am afraid that my talk, what little I have to say tonight, will be a disappointment. I came in after the beginning of the festivities upstairs, so that I didn't have a chance to get the talking spirit. (Laughter.) I am like my friend Mr. Grainger, who said he was not caught entirely unawares. I was told by my friend Armstrong over the telephone that I would be expected to say something, but really and truly there are so many difficulties—the saw mill man has to try to keep his old saw mill going—that I didn't have much chance to think about anything to talk on tonight; and I didn't have anybody to write a speech for me, like my friend Riley here, either—

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(laughter)—so that I could read it. My remarks will necessarily have to be rather rambling, but I was very glad to hear my friend the toastmaster refer to the saw mill industry. Gentlemen, you know, in common parlance, in the common understanding of people who know anything about this great industry that my brother Hamber over here talked about, that it is an industry and not a business. We call it a game, and I think it is very well named, too.

Apropos of his point, Mr. Cameron told several humorous stories which were illustrative of the lack of co-operation among the different phases of the lumber industry, inferentially pointing out the weaknesses and abuses resultant from poorly organized industry. He then proceeded:

By the way, that reminds me, the lumber brokers and the wholesalers have found that out—lack of co-operation, you know—and they have played on that sentiment in the game very largely. They have a happy faculty, you know, of telling a man who is in the saw mill game that his neighbor over here is very anxious to get a particular order which he has, and that they will take that order and will get it out for so much less than the list price, or than the man he happens to be talking with will furnish it. Well, of course, every man who has a saw mill thinks that he can manufacture lumber in his mill a little cheaper than anybody else, so that he says: Well, if that chump over there, with that old rattle-trap of a mill of his, can do it for that, I can do it for a little less. So he backs down and makes a price a little less, and the broker gets the benefit of it.

Now, up till this week, really I should have hesitated to try to get up and say anything in response to a toast to the lumber industry, because of that condition which I have been talking about; an industry where every individual making it up goes it alone, thinks that he is sufficient unto himself, that he don't want any local help or anything of that sort, just one man having his liberties in his own industry and his ingenuity and everything, to be left alone, to go it alone, and let the broker have the whole thing. But, as has been referred to by my friend Mr. Hamber, there has been, in my opinion, a long stride taken for the benefit of all of the lumber industry, including the loggers, in that an organization has been started. I believe that, too, if the mills in British Columbia that are able to engage in the export business are all to join—and they have joined together in the organization and incorporation of an Association which has been named "The Associated Timber Exporters of British Columbia." The plan is to have all the

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mills join and become interested in it and make this Association the selling agent for the whole output of all the mills.

This industry is a large industry, when you consider all of the component parts; when you combine them all together we find that we can have no trouble amongst us by working together in supplying a million feet of lumber a day. It enables us to notify the trade of the world, it makes no difference what the demands are of any market or for any trade, or what the size of the ship they bring to us may be, we will be in position from this time on to accept the order and say: "You can have your lumber in a week, three days, or whatever time is necessary." (Applause.)

Another thing, gentlemen, which the organization of that Association will do, will be that, instead of our cutting each other's throats and giving what we should have for our own country in the way of a little profit for the stockholders of our companies engaged in this business and better wages for our employees, more money to our loggers for their logs, and the ability to pay our banks and reduce our loans a little now and then—we can fix a price which is a fair and reasonable price for our products and say that this lumber is worth so much under present conditions, and we won't sell except at that price. Heretofore, if we asked \$20 per thousand for our lumber, why there was some other fellow always ready to sneak in and say: "Well, I can do it for a dollar less than that and I will take the order for \$19"; and another fellow for \$15 and \$14. And we have seen the time when we have been selling lumber for the export trade here in British Columbia—and I have been fool enough to do it myself—for \$9.50 a thousand alongside the ship, to go away to the far countries, when the lumber was actually costing me \$12 or \$15 a thousand right here. Now we have got to change that—for the business integrity of this Province, for the purpose of conserving those natural resources which God has given us, why, we must maintain this organization and keep it together. I am glad to be able to say tonight, gentlemen, that the example that has been set by this Imperial Munitions Board, and the fact that they have been carrying on as they have under the leadership of Major Taylor for the past year, has encouraged the saw mill men of this Province to get together and get a little sense into their heads, instead of going around and fighting with each other all the time and destroying their business—that is, destroying the chance to make any money out of it; and that destroys business, because no business can prosper very long when it is right on the ragged edge of insolvency all the time.

Now, this working together of the Imperial Munitions Board was quite a change and quite a revelation to the saw mill industry. Heretofore, when we had any business of this sort come to us, why, the buyer went shopping about amongst the mills to see how cheap he could buy, and playing one mill against the other, and gradually reducing the price and reducing the price. Now, when Major Taylor came to us and organized this bureau of his to get this production of aeroplane stuff, he didn't proceed on that principle, but he said to the mills: "I need every effort, every pound of energy, from every one of your institutions that are engaged in this business and have your plants established. I need all that you can produce. Now, we want you to say when you can make this, what you can produce this lumber at, what is the best price you can make. Make a fair and reasonable price and we will agree on it, and then we will all go ahead." And that was really a good, sensible, business way of doing it. We never had that before; we had always gone at it the other way. I think that is the thing that has brought us to a realization of the fact that we needed this co-operation. I believe that we are going to have it from this time on, and the lumber industry in this Province will from this time on—if we can keep from hitting snags and stay together—will owe a debt of gratitude to this organization which we have had amongst us, this Imperial Munitions Board, or this aeroplane lumber production board.

Now, gentlemen, as I said, I didn't have a chance to get anybody to write a speech for me, and I didn't have a chance to think very much of what to say; but if I had thought about it, perhaps I wouldn't have thought of anything to say. I am sure, before I sit down, I must thank you, gentlemen, for telling me about your dinner over here and your meeting tonight. It has given me a great deal of pleasure to run over and be with you and see some of the faces that I have not seen for some time, and hear these encouraging talks which we have had. I shall enjoy this evening to the very fullest extent.

**THE CHAIRMAN:** It gives me great pleasure to call upon Mr. J. D. McCormick, the dean of the saw mill industry here. (Applause.)

**MR. MCCORMICK:** Mr. Toastmaster, Major Taylor, and Gentlemen: The toastmaster has referred to myself as the dean of the lumber industry here. Well, he realizes, of course, that I am growing old, but it takes more than age at times to make a man what may be properly called a dean of an indus-

try. I appreciate very much the opportunity that has been given me to be here this evening, and, like some of the other speakers, my principal regret is that I am quite ill-fitted to do justice to the occasion.

At least one of the previous speakers stated that he didn't have time to prepare his speech and didn't have anyone to write it for him. Now, I am exactly in the same fix, and even if I had it written I don't know that I could read it very well. The ground has been fairly well covered by the preceding speakers, Mr. Hamber and Mr. Cameron, and I intend to take but very little of your time.

As a manufacturer, and meeting on an occasion of this kind to look back over the work that has been done in connection with the manufacture of aeroplane lumber, I don't want to take too much credit for the fir manufacturers of this part of the Province. They regretted very much, when the necessity arose for aeroplane lumber, that they were not in a position to supply any very great amount of it. There is some false opinion in the minds of the public as to what the fir manufacturers might have been expected to produce in the way of aeroplane material. The fact that we were logging and manufacturing large quantities of fir, led to the belief that we should have been able to do a great deal in the production of fir lumber for aeroplanes. That is, unfortunately, owing to the fact that it took the very choicest quality of material to answer for aeroplane uses, limiting our production very materially; and all regretted—yes, I think every lumberman regretted that he was unable to produce as much of the material as he would wish.

It was the opinion of every lumberman that if the situation was to be saved, of course it had to be saved by spruce production, and along a few months prior to the coming of Major Taylor to the coast some investigation was made as to what might be possible in the way of securing spruce suitable for this purpose. I believe that investigation was made prior to Major Taylor's coming here, and the report made was not a very favorable one. However, it was generally known by most of us who were in the lumber business here that there were large tracts, considerable tracts, of suitable spruce somewhere in the north. They were quite unknown, however, even to those of us who should have had better knowledge of what was available. With the coming of Major Taylor an investigation was commenced along sane and proper lines, and it was only a very short time until it was found that large quantities

of spruce timber suitable for aeroplanes could be secured in the north.

It was my privilege to become acquainted with Major Taylor—in fact I called on him very shortly after, some weeks after, his arrival here and I assured him of the fact that the lumbermen would be very glad to co-operate with him to the fullest extent in every way possible. I then learned something of the organization that was being created, and I was quite well convinced that in time the efforts that were being put forth would bring fruit. We are all glad, as lumbermen, and as lumber manufacturers at least I am sure all will agree in saying, that the results produced were even greater than were expected.

I don't know that the public fully realized the importance of the task that was set to Major Taylor. It was, however, one of great magnitude. He had to cruise or explore a very large part of a new and undeveloped country, had to do it at a time of the year when weather conditions were very much against him, and he had very many obstacles to contend with. However, we do know that the results obtained have been indeed very satisfactory, and I hope that the public will give due credit to Major Taylor and his staff for the work that has been done. I don't know that they will give him proper credit because they don't understand the work that had to be done in getting an organization created, going into a new country, bringing in very large numbers of men and a great deal of equipment which necessitated, of course, a great deal of time.

I remember at one time, shortly after the first of the year 1918, when there was some disappointment expressed by the public at the fact that aeroplane material was not being produced in larger quantities, a public meeting, I think, was arranged here in the Board of Trade rooms, at which I was proposed to address the meeting. I undertook on that occasion to set out to those present the obstacles that had to be contended with. In fact, at that time, Major Taylor's department and the work that he was connected with were being compared with the operations that were taking place with our neighbors to the south of the line. They had a very large force over there and they had been producing aeroplane material down there for the Allied forces for a year and a half before they even came into the war. They had a field that was open and a country in which operations had been carried on for more than twenty years, and the comparison was very, very unfair.

Now I am not an after-dinner speaker, or one who can speak well at any time in the day, so I don't intend to take much of your time. I wish to express for the lumbermen, however,

our appreciation of the effort that was put forth by Major Taylor and his staff, and the great results that were obtained.

I do not intend to say anything on the future, or the past, of the lumber industry, and I wish to again express my appreciation of the privilege extended to me, which enabled me to be here. I also wish to say for another old-time lumberman of the Province of British Columbia whom I saw yesterday—Mr. Palmer, of Chemainus—who intended to be over here this evening but was taken sick and was obliged to go to bed yesterday at the Empress Hotel in Victoria, that he wished me to extend his very best wishes to you, Major Taylor, and your staff, and to express his regrets that he was unable to be with you this evening. (Applause.)

THE CHAIRMAN: Gentlemen, probably the greater number of you will remember that during the summer, in an effort to develop the labor conditions and increase the production in the north, this Board, which has been willing to try anything once that promised any show of success, brought a certain number of French Canadians out to the Coast to take part in the operations. At the conclusion of the operations they practically all left the country and went back to where they came from, but we were successful in acclimatizing a few, and one of them probably, Mr. Harold Darling, is the best representative, and he will now speak for the rest. (Applause.)

MR. DARLING: (Gives habitant recitation)—which was received with great appreciation and much applause.

THE CHAIRMAN: Gentlemen, every army has to have its particular heroes, and amongst our army contractors I think there is a group I might really call the Princess Pats—the loggers. The loggers, when this operation was undertaken, were in a very peculiar position. It was in the spring. They, with all their equipment, had started in on what promised to be a very profitable season's work. The most of them, I think, knew little or nothing about the country in which spruce operations were to be conducted, and yet they realized that without their co-operation, and without their placing at the disposal of the Imperial Government all their resources of person, capital and equipment, the spruce operations were doomed to failure. Most of them had no time given to them, they took the proposition unsight unseen, and I think it is everlastingly to their credit that although this promised to be an unprofitable operation that they were called upon to substitute in place of the prospective and practically assured profits of their normal



operations, that the best loggers in the Province, after having equalled the lumbermen in placing their association and their secretary at the disposal of the Imperial Munitions Board, placed themselves and their equipment and their labor organization and everything else at the disposal of the Board, loaded their plants on scows under the care and guidance of Mr. Greer, and proceeded north to a country of which they had heard little or nothing before.

Now throughout the season's operations there was always one man whom the loggers were coming in to see; they were looking for him all the time; you might go into the office of our Department and you would always find one or two there looking for him, and therefore it is most fitting that Mr. W. P. Morgan should propose the toast to the loggers. (Applause.)

MR. MORGAN: Mr. Chairman, Mr. Taylor and Gentlemen: I think Mr. MacMillan has stated very truthfully indeed that we had a great many visitors during the season, and I think I got my fair share of them, but I must say that I have had very good fortune in meeting the whole body of loggers of British Columbia. I have found, from my experience, that they were a first-class lot. We didn't have very much time to spare, either of us. I know, personally, that I must have kept most of them waiting for a great deal longer than they had time to wait before I could transact any business with them. I am afraid it was hardly my fault. Our relations, I think, were uniformly pleasant; even when they came to call me down, it was not infrequently the case that they were generous enough to lay the blame on somebody else—usually the Forestry Branch. (Laughter). I know they had great provocation as far as I was concerned, but I thought it very considerate of them indeed, and I don't think I could have put in a more profitable season in the way of meeting a first-class body of men and getting experience of a kind that very few people here are able to get, during the past summer, in meeting the loggers of British Columbia. As an example of the repute in which they have been held from time immemorial I call to mind those words—I think it was Patrick Henry, Mr. Chairman—in which he said "A British logger I was born and a British logger I will die." He missed the word "Columbia," which was purely a clerical error.

I have very much pleasure in proposing the toast to the loggers of British Columbia. (Applause.)

(The toast to the loggers was then drunk to the usual refrain.)

THE CHAIRMAN: Gentlemen, it gives me great pleasure to call upon Mr. N. S. Lougheed, president of the Loggers' Association, to respond to this toast. It is only fair to Mr. Lougheed to mention that he is a very good example of what you might call the "patriotic self-denial of the loggers." In the midst of a promising season's operations he drew the greater part of his outfit out of the woods and took it up to an unknown country where, I think, he made a great success in the production of logs—away beyond anyone's most optimistic expectations. (Applause.)

MR. LOUGHEED: Mr. Toastmaster, Major Taylor and Gentlemen: I am very glad to be here with you tonight. It certainly puts me in mind of a good old-time loggers' meeting. I feel that I have left my hat in the right place.

I believe, too, as the speaker has just said, that we are the pioneer industry, the logging industry. You have your saw mills, you talk of your saw mills. A thought just came to my mind that while I am not of the race of saw mills, still we are very closely allied to it. We can look back over a long honorable record—so long as there has been a tree growing and a line to throw over it, why you had to have your logger. We started long before saw mills and I have also heard it said that in the inception of any successful lumber operation, if there is any victory to be gained, it first of all must be gained by the man in the woods. That is, if it is long timber for ships, or spruce for aeroplanes, you have to go first to the woods to get it; so I claim pride for my tribe here to-night; and I see Mr. Henderson here, and I see quite a few gentlemen who will agree with me, and while we may not stand in the Princess Pats' place that went overseas, still, if we had been in the Princess Pats' place and they wanted us to go to hell or to get the North Pole for them, why the loggers would have climbed up and got it. (Applause.)

It is true that the production of spruce was first of all a loggers' victory, still that victory would not have been possible if it had not been for the extra co-operation of the Imperial Munitions Board Aeronautical Branch here in Vancouver, which Major Taylor had the honour to head. When we were undecided—we all wanted to go logging; we all wanted to do something; we were like a lot of colts kicking up our heels, and wondering how much we would be able to do up there. We knew we had to get logs; well, now it was up to us, and it was up to you men to get us started, and when we got on the right track and they had pointed our heads north, I think without

exception we delivered the goods. If we didn't deliver as many logs as you wanted, if you had only left us there a short time longer you would have got them. (Applause and laughter). But anyhow, during all our troubles—and I tell you they were many: we had the difficulties of labor shortages that we had to fight; we had to fight the high cost of living; the fact was, every logger hated to go up north, he didn't like to go north, this worker in the woods—meanwhile, we got our vision and inspiration from Major Taylor. He took us into the corner room and patted us on the back. He said: "We have got to have it; it is up to you to go and get it." We started north. After we had got the ship safely afloat and started and in very good shape, we found we ran out of men, and we would go to our good friend to-night who proposed the toast to the loggers, and when the cash was short we would always come to Mr. Morgan. No matter how keen we were, or no matter how well-disposed we were to carry on, still we couldn't pay the butcher bill, we couldn't pay the bank, until we saw Mr. Morgan. And I want to say, on behalf of the loggers, that we always found Mr. Morgan ready to do the right thing. Because the logs would have to be scaled first of all in the north, the Forest Branch naturally was disrupted, and when the logs were scaled the scale bills had to go to Prince Rupert, and when I was up in Prince Rupert myself I saw a stack of scale bills—that high. I spoke to Mr. Allen, I wanted to inquire if mine was on the bottom. (Laughter). But we came down, we told our story, and we told it well, and we got the money and we kept on—and—I want to-night to thank Mr. Morgan on behalf of the loggers for always meeting us half way, and always helping us in every way that he could.

Now, of the staff: The Loggers' Association, which I have the honour to represent, made several contributions. We contributed our secretary, Mr. Armstrong; he tried to keep us going. We contributed Mr. Riley who was a logger amongst ourselves; he left our ranks and went over. With the loggers and lumbermen, and Major Taylor at the head, I think we worked up an institution that was unique in British Columbia. If it is so that this institution produced more lumber than they were getting on the other side, with a country like that and with far more facilities which they had at hand than we had, I think the pages of history would be enriched if the story of the spruce operations in the north were properly set forth, mentioning the efforts put forth by this body to bring about the grand success which they did.

Now the Chairman said to-night that we had a great deal

to respect in our King as head of the Army, head of the Navy, and last of all as head of the Royal Air Force. I think we have a great deal to be thankful for that this far-off corner of the Western Empire made possible the last addition to his title of "Head of the Flying Forces of the British Empire." For that reason alone I think the history of this spruce transaction ought to be published a good deal more broadcast than it is. It should be known practically all over the world just what we have out here, and that is what they are going to need, because the flying game is in its infancy. No doubt flying will be as common as automobiling, and when you come to realize that they must come to British Columbia or the Western States to get the only wing stuff for those machines I am sure there is not one man here who can realize the great possibilities that are ahead of the spruce game; and in making that prediction I think it is up to the Forest Department and up to everybody to conserve that spruce and see that it is put to the use that it is going to be put to. It takes a spruce tree many years to grow, probably hundreds of years, and after you have cut one of them down, why, you are not going to grow another one for a good many generations. I think that the Forest Department of British Columbia ought to look on that as one of their gold mines and treat it very carefully and see that every possible conservation of these resources in the north is taken.

Now, gentlemen, I am sorry to-night that our good friend Mr. Munn is not here. He had to go away and I want to offer for him his sincere regrets in not being here. Mr. Munn was president of the Loggers' Association, when he got his boys together and started us up there. I am sure he would have been glad to have been here to-night and I am sure you would have been glad to have had him. But before closing, while we talk a great deal about the logger and the operator that had the courage to go into the north, there is just one thing that I want to say that is often overlooked. I want to speak a word for the men who left good jobs down here—a lot of them you know joined the army of workers and went north and took their chance in working in the woods up in that country. Now it certainly was not a pleasant country to work in. We had to go up there in the winter time. It necessitated sending these fellows up on the "John," and we sent up their dinner and breakfast and supper on the "John" and we followed along probably two or three weeks afterwards, when Mr. Greer could get that boat which still was coming but we thought would never come. (Laughter). We took them up there and we dumped them off at the wharf or on the beach and they put up their

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tents in the snow and started to work in the woods falling trees. A little later on, when the snow left, why the little black fly and the sand fly and the mosquito came along to cheer them up. Then you saw these fellows working with their hands swollen and the backs of their necks swollen, plugging along from day to day doing what they thought was their little bit for the Empire and with very little enjoyment. I am certain we have to take off our hats to the logger. He may have been rough to look at but his heart was good and he did a good work. I saw a few poems written by Mr. Hatt, the Y.M.C.A. Secretary at Thurston Harbor, highly appreciative of the good work done by our loggers.

Now, gentlemen, on behalf of the Loggers' Association, I don't say we did much, and I hope we never have another war, but if there ever is another war and they need aeroplane spruce, I hope they send Major Taylor out here. I hope he gets his organization together, and if he will just give us a little time, if they need aeroplanes to beat the Hun, or whoever it may be, I think that we will send them over there just as fast as they can probably take them.

Gentlemen, I want to thank you for this kind hearing of a sort of a quiet, neighborly talk about our business and trade; but talking of co-operation, I think that when the time comes when co-operation is needed, which Mr. Hamber talks about and Mr. Cameron talks of and that everybody is talking of, I think you will find the logger right at the very bottom and I hope that day of co-operation is not far distant. Again, I am glad to be here and I want to thank you for a very pleasant evening and I hope that some of the other loggers will follow, as they will be able to expound the cause of the logger far better than I would ever be able to do. (Applause.)

MR. W. B. W. ARMSTRONG: Would it be out of place, Mr. Chairman, that I should call your attention to the fact that while you have referred to the loggers as the Princess Pats of the logging industry, that Mr. Loughheed has a younger brother, a big, skookum boy like himself, who is one of the men who made the Princess Pats a famous regiment. (Applause.)

THE CHAIRMAN: Gentlemen, that shows what kind of stuff we had up north, logging. (Hear, hear.)

The previous speaker referred to the trouble the employers had getting breakfast and lunches and dinners up there; on the trips I made on the "John" and "Albert," why the "John"

and "Albert" brought the breakfast and lunches and dinners up and they stayed up. (Laughter.)

Gentlemen, every great programme requires somebody with courage and vision who is not afraid to undertake anything, not afraid of big figures, not afraid of any kind of liability, in fact I used to think up north, this summer, I used to think of what Warren Hastings said when he was arraigned before the bar of the British House of Commons. He said: "Gentlemen, I have meant all I have done. The only thing I have to say is I am surprised at my moderation." (Laughter.)

The establishment of a logging and lumber manufacturing industry under any conditions on Graham Island required just that kind of man, and after the work had been going on there for about four weeks the natives began to talk about the King of the Queen Charlotte Islands. Gentlemen, I am going to call upon the King of the Queen Charlotte Islands to respond to the toast to the loggers—Mr. F. C. Buckley.

MR. BUCKLEY: Mr. Chairman, Major Taylor and Gentlemen: I am not going to apologize, like Mr. Riley, about somebody else writing a speech. My early education was neglected in the way of any public speaking, but I wrote my own speech and I will read it.

It would hardly seem fitting for me, in this brief message, to endeavor to recite the history, problems or achievements of the logging contractors in connection with the production of aeroplane spruce for the Imperial Munitions Board, which is so well represented here to-night. Few realized the problems which confronted Major Taylor when he first came here in connection with organizing this huge undertaking, viz., to supply a certain quantity per month of manufactured and accepted aeroplane spruce lumber. The timber, with few exceptions, was not cruised and, where cruises had been made, it was found that they were more or less unreliable. But with the assistance given by Mr. H. R. MacMillan, owing to his thorough knowledge of the timber resources of the Province, gained while Chief Forester, the task of getting authentic information on the different spruce tracts in the Province was accomplished, and the work carried on, increasing from each month from the beginning until the signing of the armistice, when the production was over-running the requirements anticipated.

We were all what might be termed "limited service" men holding the "second lines," and right here I want to express our appreciation of every man associated with us in this big

work. I refer particularly to the labouring element, the class in general to which we belong, for it is they who helped to overcome the difficulties and make possible the fulfilment of the mission which we undertook to perform.

Whatever accomplishment has resulted from the undertaking we feel is due largely to the men carrying on the work in the woods, from the laborer to the chief executive in charge, their continuous aim being production and loyalty—they merit recognition for the service given; and to the sagacity, kindly help and encouragement given us by the Executive Staff of the Imperial Munitions Board, who deemed us worthy and entrusted us in carrying out this undertaking.

I remember well the first contingent of men I took north, which, in number, was 93. Our contracts were signed on Friday, and on Monday night of the following week we left for the north with these 93 men and a full complement of supplies for them. We landed on the beach in the snow and cooked our first meal outside and dug ourselves in, and from that on we grew. There was never a murmur from the men and, with very few exceptions, they were loyal to the last. These men in the woods and every other branch of the operations rendered a patriotic public service. Many of our men were Class "A" and demobilized men, who were instructed to remain at this work, which only goes to show the importance which was attached to the Department of Aeronautical Supplies.

Ordinarily, work of this magnitude could be planned ahead and a proper length of time taken for the development work, but this was impossible at that time as we all had to develop and operate at the same time, which necessarily made the work much more difficult. But we are not complaining about the hard work, for there was nothing too hard, and there were those holding "first lines" at the front that were having it much harder than we. In spite of all this, as the Assistant Director, Mr. H. R. MacMillan, often remarks in discussing the past, we had a lot of fun anyway. Of course, several different interpretations could be put on the word "fun," and I will not take up your time referring to what he considers "fun." I am sure he was not referring to the black flies or certain eastern laborers.

As to the amount of material furnished in connection with this work, I will not refer to this in detail, as these reports have been published and there are others here who can give it more definitely than myself, but I venture to say that never in the history of the logging industry, under the same conditions, has there been such effective work accomplished as in connection with these different operations, in the same length of time. It

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may be difficult to see the connection between logging in the far north, 600 miles away, and shooting down German aeroplanes in Europe, but I tell you it is real and unmistakable. Military success depended upon various general factors—some wealth, some industrial strength, strategy, mobility and morale, but the most important of these is morale. Proof of this is shown by the defeat of Germany, for Germany's morale was largely responsible for her successes and when Germany's morale was broken, they were soon brought to their knees. So it was with the morale that was reflected through to our men at the front, as they knew that we were behind them in keeping up the "second lines." There are a great many other things that might be said in connection with these operations but I will leave this subject by saying that we did our best to deliver the goods.

Before closing these few brief remarks, I especially desire to pay a tribute to Major Austin C. Taylor for the unusual services he has rendered to the Empire. He came into this enterprise as the direct representative of the Imperial Government, giving his services, and I can testify that he was a real representative. He was a great organizer and his organization was complete. He worked and co-operated with us all. He was in touch with every detail of the operations from the cruising of the timber to the loading of the finished product on the cars. He was just and fair in his conclusions, and we shall always look back upon our association with him with genuine pleasure.

I would also refer to the heads of the various departments of the executive who assisted Major Taylor in his work, which rendered such splendid service, and who, in a marked degree, co-operated with us. Each one had his own particular function to perform, and their combined efficiency and concurrent efforts held an important part of the work, which was accomplished in record time and was only possible by complete co-operation.

And, lastly, I would add if we as a whole have succeeded in meriting the approbation of "Well done, good and faithful servants," all well and good; we have received our full reward and feel that we have done our part in helping to save the world from autocracy, with justice to all and special privilege for none.

**THE CHAIRMAN:** Gentlemen, although we feel the war brought great destruction to the world and great sorrow to everybody, I think we should look occasionally on the reverse



side of the shield. The war through pressure of the great emergency upon everyone and the direction of all effort toward one common goal probably uncovered and developed more executive ability than any other factor that has affected the human race up to the present time, and I believe that we may expect from that executive ability and from the creative vision that accompanied it, that to a great extent the loss due to the war, that is, the material loss at least, may be made up and more. We may fairly expect this for the reason that the same great human need that brought this executive ability into prominence has also been accompanied in a very large number of cases in all the warring nations by a nobility of character, probably due largely to patriotism, that prompted the best of our men to leave their private business and with no thought of personal reward devote the whole of their powers to the service of the state. Now that is something I think the public are prone to overlook, and I believe it is an indication that we may expect better government during the next few years. The public having seen the concerns of the war handled with business efficiency, should, I hope, hereafter demand that government function with something of the same business efficiency. The business men of this continent and of the Old Country and other countries who have taken on the responsibility of directing the efforts of the war, will probably devote more attention in future to public business. Possibly, therefore, we may expect that the aftermath of the war will mean an improvement in public business. I make this digression here because I think it is one of the most important things that is coming out of the war.

Now I believe it is only fair at the present moment to the guest of the evening to say that we do not appreciate what he has done. Before coming out here Major Taylor knew nothing, of course, of aeroplane spruce production—nobody did—and a great many persons may have wondered why he came. We all know now, of course, why he came, why he was selected, and we are all delighted that he did come; but before coming out here Major Taylor had made a record of which I think all of his friends should be proud, and will be proud when we know it.

No one in Eastern Canada nor the Eastern States, at the outbreak of the war in 1914, knew anything of shell making. You might say that shell making on this continent was an unknown art. But starting from scratch in the early part of 1914, in competition with all the best manufacturing brains in the Eastern continent—for big prizes were held out to those who could make shells quickly and could deliver them without

any risk of failure—starting from scratch in this crowd, our friend and our leader, in about two years, established the record of having delivered the greatest number of shells of all the contractors in Eastern Canada. He did this without delay. That was a time when shells meant lives. It was natural, therefore, that when the project was on foot for developing a national shell plant, a project which fell through on account of other decisions being made by the British Government, that the chairman of the Munitions Board, who had been in personal contact with all the contractors in Eastern Canada, should have selected Major Taylor for the position of builder, manager and controller of this national shell plant. It was therefore natural when the decision not to build this national shell plant coincided with the demand for some person to undertake a job on the Pacific Coast, several thousand miles away, solely upon his own initiative in the face of unknown difficulties, that he should select this gentleman to undertake this job. And I think we all here are prepared to pay tribute to Sir Joseph Flavelle for his judgment in selecting this man.

Now, references have been made to-night to the assistance which other members of the staff have rendered in this cause. I think I only voice the sentiments of the other members of the staff when I say that all things are possible to a staff who have the inestimable privilege of working under inspired leadership. (Hear, hear.)

That something is understood in the east of the efficiency of Major Taylor's work, I gather from these telegrams. The following is from Sir Joseph Flavelle, March 27, Toronto:

"I have learned with great pleasure that a complimentary dinner is being given to Major Taylor by the Executive Staff of the Department of Aeronautical Supplies, attended by representative citizens of Vancouver, members of lumber organizations and loggers' associations, and by members of his staff, all of whom are acquainted with the invaluable services which he has performed. The Minister of Air in Great Britain shares in the satisfaction felt by the Board in what has been accomplished in the production of aeroplane spruce and fir in British Columbia by Major Taylor and his loyal friends. Please extend my congratulations to him in this well-deserved recognition. May I also ask you to express our deep sense of appreciation for the work performed by lumbermen, by loggers, by mill owners, by transportation companies and all their workmen through whose help and co-operation such a signal service has been performed in the production of this essential war material. Will you, too, express to the company present the estimation of the obligations of the Ministry and the Board for the generous support given by the Government of the Province."

Mr. Fitzgerald, who was associated with Sir Joseph Flavelle throughout the work of the Imperial Munitions Board, and was especially closely connected with the organization of

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this department, telegraphs as follows, from Winnipeg, March 27—I think many of you gentlemen here have had the pleasure of meeting and working with Mr. Fitzgerald when he was here:

"Allow me to join with the members of the staff and organization in tendering sincere good wishes to Major Taylor on the occasion of dinner to him to be held at Vancouver, Friday evening, March 28th. I look back to the time of my close association with you all with a feeling of pride and satisfaction. The unflinching and efficient service rendered by the department in such an important branch of war supplies justly merits the warmest praise. I heartily congratulate Major Taylor and the entire organization on the accomplishment of this fine work."

Now, gentlemen, it gives me particular pleasure in saying that the toast to Major Taylor will be spoken to by Mr. Pendleton. I regard Major Taylor and Mr. Pendleton as the Damon and Pythias of this organization. Now you know the names I mean if they are not right. (Applause.) Together they planned the organization and together they accomplished the work, and I can sit down with great pleasure in announcing that Mr. F. R. Pendleton will propose this toast. (Applause.)

MR. PENDLETON: Mr. Toastmaster, Major Taylor and Gentlemen: There is one advantage in being the last speaker—or towards the end at least—and that is, while most of my thunder has been stolen and aired by other speakers it relieves me of the burden of having to go through with a lot of stuff which I had prepared. There does not seem to be very much left to cover or to say in regard to Major Taylor's excellent management and efficiency and so forth.

We all know of course that at one time it looked very serious for the Allies. It became apparent at that time that nothing on earth could stop the Germans except we were fitted out with plenty of aeroplanes to combat and destroy the ones that they were producing. Major Taylor came out shortly afterwards to see what could be accomplished, and as you all know Sitka spruce was the only adaptable wood for that purpose. While they used fir and some other wood, spruce was the only lumber of light weight and stability to make the best planes. At that time no one in this country knew where any spruce in large quantities was accessible. The loggers all knew that it was not growing in the woods or in the territory which was developed at that time (the same as prevailed in the States). They had to go north as the other speakers have stated, and hunt this up and get started. Of course, this difficulty which Major Taylor had to overcome took some time, and along with that was the very difficult handicap that he was a stranger in a strange land trying to find out where the

material was, or the men who could help him to get it out, and to protect himself from every booster and grafter and promoter in the country. That was a task which needed a good, level head. Now Major Taylor was able to keep a level head and not be stampeded. He gradually perfected an organization of practical men who had been in the lumber business. He organized an advisory committee of the best business men in the city. While everyone composing the staff and the committee was determined to do all he could, still there were some of them who had very grave doubts as to what the outcome would be. The public in particular did not know anything about the difficulties. They became very much exercised because we were not getting out aeroplanes in a few weeks. All of these difficulties coming in at one time would have scared out a less courageous man, but it did not phase Major Taylor in any shape or manner. He absolutely took his time and worked things out to the very best advantage.

Now you have all spoken about co-operation. The only way that things could be accomplished was by co-operation, which is true, but co-operation is not a spontaneous thing growing of itself. There must be some cohesive power to hold it together, and in this case Major Taylor was the power that was able to get these men and organizations together and hold them there.

To my mind, whatever a man gives out is bound to come back to him. In other words, if he is tricky and deceitful in his dealings with other men, his own men working with him and the men with whom he is doing business will use him the same way. Therefore in order to get effective co-operation and to hold an organization together at the same time, it seems to me the keynote must be loyalty. We read of loyalty of men to their leaders and to the generals in war and so forth, but unless the leaders are also loyal they cannot get that support from their subordinates. In this organization loyalty was the main basis and keynote. It started at the top, not at the bottom. Major Taylor was absolutely loyal to every man working under him, and if we got into jack-pots and made mistakes—and now that the war is over I am willing to admit that we did make some—Major Taylor never criticized, never found fault. As a matter of fact you had to be a pretty keen observer to know that he knew even that it was a mistake. He would almost make you believe that it was not a mistake at all, that your judgment was absolutely good and that you did exactly the right thing at the time, but that conditions probably had changed a little bit since then, and by varying our methods to

meet these conditions, we could work the thing out all right. In this manner a member of the staff would go away feeling that he was not such a dummy after all, and the Major had smoothed it over and increased the respect and good will of that person. Now that is what I call the acme of loyalty, in holding up and backing up his men in everything that they did.

Co-operation, with loyalty as the foundation, will do a lot, but you also must have resourcefulness, because the best man in the world, unless he is resourceful, would be swamped with the difficulties that surrounded this Board during the early months of its programme. Some morning there would be a report come in that perhaps a scow had been lost, or a raft of logs had broken away, or the crews of two or three tugs had gone on strike. Perhaps at the same time Mr. Greer would be out hunting up some men to take their places, thinking we had some men who were exempt from military service, and probably get a 'phone from that department that these men had to come in and report for military duty. These and scores and hundreds of difficulties coming up at a time would sweep almost anyone off his feet, but in all that work Major Taylor always held his head and went at it as if it were part of the day's work. As a rule by night things had straightened out and we were going along as smoothly as ever.

He was also just as loyal to the contractors and to all the men in their business dealings when it came to final settlements. There was no question about it being an absolutely fair settlement. All a man had to do was to show that he was doing his part and he was sure of a reciprocal feeling in the department.

Now very few of us here had a chance to take part in any other war, and it seems to me that the fact that this was the greatest war in the history of the world, and that we have all been privileged to take an active part in it, is an occasion for very deep thanks. We owe it to Major Taylor that we have had that privilege, because he was the man who selected the staff and appointed these committees. It seems to me we owe to him deep homage for this. I will ask you all to drink with me a toast to our honoured guest—Major Austin C. Taylor, a loyal citizen and an absolutely square-shooter under all conditions. (Hear, hear.)

The toast was then acknowledged by the company with the usual refrain.

MR. ARMSTRONG: Mr. Chairman, may I trespass upon your time for a few moments? I received the following self-

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explanatory telegram from Mr. C. E. Garrett, Thurston Harbor, B. C., where he represents the Board as District Superintendent:

"Kindly express to Major Taylor and staff my regrets at not being able to be with you to-night." GARRETT.

When it was announced in the fall of 1917 that Major Taylor, of Montreal, was to be sent to this Province to assume control of the production of aeroplane spruce material, I in common with a number of other British Columbians felt that our Province had been somewhat slighted, and that an easterner was being sent here to take control of a task which might very well have been assumed by a westerner. I think we all had visions of a brass-hatted, pompous military officer, with red-tape the greater part of his makeup. Subsequent events have shown that while the Imperial Munitions Board did not choose a westerner for this very important mission, yet they did choose possibly the best man in all of Eastern Canada for their work—(applause)—and a man who had been proven by them to be of sterling worth in other branches of munitions activities.

I had the pleasure of meeting Major Taylor very shortly after his arrival in British Columbia, and the feeling of admiration which I first formed for him has only grown stronger as I have known him better. I wish to congratulate you, Major Taylor, upon your success here. I wish to congratulate you upon the readiness with which you have absorbed and adopted British Columbia customs and British Columbia ideas, upon the manner in which you gained the friendship and goodwill of the people of our Province, and above all upon the absolute loyalty and fidelity with which you have imbued these men who were so fortunate as to be associated with you in your work. It is fourteen months since I was first engaged with you in your work, and every day and every week and every month of that time has strengthened my admiration for you and for your executive ability.

Will you permit me, sir, on behalf of those men who have been associated with you in your work, as an expression of their love and esteem, as a reminder—if you should ever need a reminder—of your wonderful accomplishments here, to present you with this loving cup, which is inscribed with the names of those men who will always feel it an honor to have their names thus indelibly inscribed and forever associated with yours. (Applause.)

MAJOR TAYLOR: Mr. Chairman and Gentlemen: It has been my extreme honour and pleasure to listen to the many kind expressions of appreciation of the Department's work in British Columbia, and I wish to take this opportunity of thanking you all for these kind remarks, and also to thank you on behalf of the Board.

Before going further may I record my appreciation and the Board's appreciation for the assistance received from the Provincial Government, the B. C. Lumber and Shingle Manufacturers' Association, the Fir Emergency Committee, the Loggers' Association and the advice received from the Advisory Committee.

Mr. Pendleton has been very kind in his remarks in proposing a toast to me, and the response from you all is fully appreciated. In reply it is not my intention to make a speech, this for several reasons—the main one being I am not a speech-maker.

Major Taylor referred to some humorous early attempts at speech-making, then proceeded:

However, I will review first the work of the Department of Aeronautical Supplies, afterwards a slight review of the Board's operations in the east, when I will conclude with the results of the Department. You can then compare these with the results obtained in the other Provinces, and I am sure you will feel British Columbia has not only had her share of the work, but has also performed it in a creditable manner.

I arrived in Vancouver in November, 1917, on a Sunday morning, registering at this hotel. After I had registered and had been assigned to a room, the clerk called two extra boys to carry the mail that was awaiting my arrival. Mr. L. R. Scott was with me, and after a refreshing bath we proceeded to peruse this mail. We had hardly made an impression on the pile when we were thoroughly convinced that the question of getting spruce was not a difficult task, as everyone offered to sell all the suitable spruce we required. Feeling somewhat relieved we went down and had lunch. After lunch we started work on the mail again. The first letter I opened was one from some good chap in Newfoundland, who ventured the opinion he was surprised I should come to British Columbia for spruce, as Newfoundland contained it all. However, on meeting Mr. H. R. MacMillan that evening his optimism as to the spruce situation soon relieved any doubts that might have been cast by our friend from Newfoundland.

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The first asset I found on arriving was Mr. H. R. MacMillan, and I may say that Mr. MacMillan's indomitable energy, with his capacity for work, coupled with his good judgment, has always proved to be an increasing asset.

The second asset we acquired through the generosity and goodwill of Mr. F. R. Pendleton, who made his services available to the Board.

To these two gentlemen I attribute unrestrictedly any credit that may be coming to the Department for any success we have had.

Following Mr. Pendleton we acquired Mr. J. H. Greer, Mr. F. C. Riley, Mr. W. B. W. Armstrong, Mr. W. P. Morgan and Mr. O. N. Scott.

It is not fair that I should enumerate the individual efforts of any one person without reciting the efforts of all members of the Department, and as this would take considerable time I will refrain from doing so, but to each member of the organization is due his full and equal share for any results we may have obtained.

Our first attention was directed to cruising. As previously stated here this evening we cruised approximately 6,000 square miles. It will be appreciated that these cruises are not all detail cruises. However, what information we have obtained has been properly and regularly recorded. Our investigations soon showed the majority of our logs were to come from the north, and further showed our mill capacity was far in excess of the possible log supply. Naturally our attention was therefore directed to the question of logging. In this we were confronted with two difficulties. First, the shortage of equipment; second, the shortage of labor.

Had we made an attempt to secure new equipment the delay of from four to five months would have spelled "disaster" to spruce production. Had we brought in new equipment we would also have had to bring in a further supply of labor or else further disturb the unrestful position of labor at that time. It was also advisable we should take cognizance of the position we would have created in the logging fraternity after our operations were over, as, by throwing a lot of new equipment on the market at sacrificed prices, we would have encouraged new logging concerns to start up and conduct operations on a small, uncertain margin, which situation never tends to permanently help any industry. We therefore decided to use what equipment was in British Columbia. In some cases it was necessary to pay contractors compensation in consideration of



moving from their old locations to new areas. In moving they took with them their complement of labor.

Our logging operations were conducted in a manner known as "selective logging," and with this "selective logging" we established what is known as the M. B. Grade, a grade very much higher than the regular grade, known by all as B. C. No. 1, 2 and 3 grade of logs.

Perhaps no better example of the results obtained from "selective logging" and the establishment of the M. B. Grade can be given than the following:

At Ocean Falls, 14,000,000 feet of the regular run of B. C. spruce logs were manufactured, with a recovery of less than 200,000 feet of aeroplane spruce lumber, or a little less than one and one-half per cent.

Our average recovery of lumber from M. B. Grade logs was thirty per cent., and in some instances of individual rafts we obtained a recovery as high as fifty-two per cent.

With this high recovery from the ever-increasing output of logs our shipments soon grew by leaps and bounds. As the bad weather of the winter would be approaching in four or five months' time, our midsummer plans were directed to the maintenance of aeroplane lumber shipments through the winter period, if possible. We decided to store as many logs at the mills and at booming grounds on the mainland as possible and to erect further mill capacity on the Queen Charlotte Islands. When the armistice was signed we had 74,000,000 feet of logs in the water, or enough for approximately three months' operations. On the Queen Charlotte Islands we had ten mills sawing aeroplane spruce exclusively. On the mainland from Ocean Falls north we had seven mills sawing aeroplane spruce. In Vancouver we had one mill sawing aeroplane spruce exclusively. The object of this mill was to secure every available spruce log that came into this local market. Occasionally a boom of fir logs would come in with a few spruce logs in it. These spruce logs were selected out and sawn at this mill. From thirty-eight other mills we secured an occasional shipment of aeroplane spruce.

Following the signing of the armistice the cleaning up process was in order. It will be readily understood that operating over a large area made it difficult to effect settlements with contractors without the necessary time required for taking inventories and scaling logs in the water at the camps and logs felled and bucked in the woods. Of the 400 contracts let by this Department we have settled with all but three, and it is expected that within the next few days settlement will be effected with

these three, negotiations for which are nearing completion. We are merely waiting for scale bills, etc.

It is my pleasure to advise Mr. Grainger I have been directed by the chairman, Sir Joseph Flavelle, to present to the Government he represents complete records of all our cruises, together with our Thurston Harbor headquarters camp, which camp I hope at some future time will enable the Government to establish commercial activities on the Queen Charlotte Islands.

#### FIR PRODUCTION.

This operation really belongs to the lumbermen themselves, as it was they who got together and secured this essential material. Through the co-operation of the B. C. Lumber and Shingle Manufacturers' Association, supported by the efforts of the Fir Emergency Committee, in my opinion we secured every foot of aeroplane fir that went through the mills in British Columbia. Our shipments of 9,131,481 feet are indeed a credit to the lumbermen of this Province. In the early months of our development work the fir shipments greatly helped to compensate for the lack of quantity of spruce shipments. In all we had fifty-nine fir contracts.

Before referring to the production obtained by our Department, I will refer for a few moments to the operations conducted by the Imperial Munitions Board in the east, which organization originated with the Shell Committee in the fall of 1914, with General Bertram, afterwards General Sir Alex. Bertram, as chairman. In November, 1915, the Imperial Munitions Board, with Sir Joseph Flavelle as its chairman, came into existence.

When I arrived in Montreal, early in 1915, the Montreal Locomotive Works had approximately one hundred and twenty-five men employed on munitions and were struggling with a small order for 20,000 18-pounder shrapnel shell forgings. The manufacture of munitions was something new to all.

In Quebec there was an arsenal capable of producing from twenty-five to seventy-five complete rounds of 18-pounder shells per day. At this arsenal they manufactured their own brass, their own cartridge cases, their own primers, forged their own steel, machined and loaded their own shells. A lot is being said about the high prices the manufacturers received for the manufacture of munitions. I believe, if the truth were known, there were as many firms lost money on the production of shells as there were profit earners, as the manufacturers received no guaranteed profit. Nor did they receive any assurance of

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further orders following the completion of the one they were negotiating for. It was necessary, in view of the need of installing special machinery, that they allow sufficient profit to amortize this equipment on the first order. For succeeding orders naturally a reduction in price was effected, offsetting the cost of the equipment.

At the suggestion of the Imperial War Office in the summer of 1917, the Locomotive plant changed back from manufacturing shells to locomotives. We were then producing:

20,000 4.5 shell forgings per month,  
Machining 20,000 4.5 shell forgings per month,  
Forging 200,000 6" shell forgings per month,  
Machining 85,000 6" shell forgings per month,  
Forging 20,000 8 and 9.2 shell forgings per month,  
or, in tonnage, we were forging approximately  
1,000 tons of steel per day of twenty-four hours.

In addition to this we were manufacturing:

425,000 4.5 and 18-pounder cartridge cases per month.

I will recite an instance which I am quite familiar with, and which will perhaps picture to you more clearly the difference between a profit and a loss in the manufacture of shells.

In the fall of 1914 we accepted an order for 2,000,000 18-pounder and 4.5 cartridge cases. We installed our machinery, finished this order and took subsequent orders for another 3,000,000, or a total of a little over 5,000,000, which we completed. The same day we took this order another large firm received an order for 2,500,000 cartridge cases. When I left Montreal in 1917 this firm had failed to complete the first order of 2,500,000, having delivered a total of a little less than 1,000,000 cartridge cases. Instead of making a profit on this order it undoubtedly cost this firm a loss of over a million dollars.

In the early part of 1915 the American Locomotive Company took an order for 5,000,000 complete rounds of ammunition, 2,500,000 18-pounder shells and 2,500,000 18-pounder high explosive shells. They completed this order, and were never more than three weeks behind on their deliveries. At the beginning of 1918 they held the record of being the largest individual shippers of ammunition in America. At the same time the Montreal Locomotive Company held the unique record of being the largest producers of ammunition in Canada.

I mention the foregoing merely to show you what was going on in 1915, 1916 and 1917 in the east.

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The Board did not adopt the easy method of producing shells, that is to say: "Tom Jones, here is an order for 200,000 complete rounds of ammunition." It would not be possible for the manufacturers in Canada to produce to any great extent complete rounds of ammunition, so the Board gave to every manufacturer in Canada, who was capable of producing component parts, an order. The Board erected central loading plants to which these component parts were shipped and assembled, then shipped overseas as complete rounds. The Board afterwards established a number of national plants; for instance, at Montreal they had a large fuse plant, at Toronto an aeroplane factory, also perhaps the finest electric steel plant in the world was erected at Toronto. At this plant steel scrap, which was produced from the manufacture of shells, was collected and reduced to steel ingots from which shell forgings were manufactured.

The Imperial Munitions Board made expenditures in Canada and the United States for:—

The British Ministry of Munitions,  
The War Admiralty,  
British Ministry of Shipping,  
British Ministry of Air, and  
The British Timber Comptroller.

Within a year and a half of its inception the Board was doing a business equal in volume to that of the United States Steel Corporation, a concern recognized as the largest organization of its kind in the world.

The expenditures of the Board to date are \$1,040,000,000. Including contracts let by the Board for the United States Ordnance Department, expenditures amount to \$1,200,000,000. Of this amount the total contracts let in British Columbia exceed \$59,000,000. It must be a source of great satisfaction to you gentlemen to know you have been associated with the work of this Board and to realize that, through the Imperial Munitions Board, Canada supplied up to the beginning of 1918:

- 55% of the total 18-pounder shells used by the whole of the British Army.
- 42% of the total 4.5 shells used by the whole of the British Army.
- 27% of the total 6-inch shells used by the whole of the British Army.
- 20% of the total 60-pound shells used by the whole of the British Army.

15% of the total 8-inch shells used by the whole of the British Army.

16% of the total 9.2 shells used by the whole of the British Army; and  
100,000,000 pounds of explosives.

Canada manufactured all sizes of shells from 18-pounders to 9.2.

It is a fact, unhesitatingly acknowledged and recognized by the authorities, that not only does British Columbia contain the only supply of Sitka spruce suitable for aeroplane construction in the whole of the British Empire, but British Columbia also owns the best spruce which they have yet received. After endeavoring for four years to find a suitable substitute for spruce, the lumber experts and engineers have been unable to do so. In my opinion, due consideration should be given to this fact, and the suitable spruce areas should be protected and conserved, or if this spruce is to be manufactured, then the suitable lumber produced should be put to the uses for which it is best adapted, and that is the manufacture of aeroplanes. Undoubtedly, in the course of a few years, when with the commercial manufacture of aeroplanes the shortage of spruce becomes apparent and widely admitted, this spruce of British Columbia will again come into its own as "king of the forests."

The spruce requirements of England were 8,500,000 feet per month. I will now review our shipments with England's requirements, and give you the percentage of our shipments as compared with these requirements:—

PRODUCTION.	ENGLAND'S REQUIREMENTS.	
	Spruce, feet.	Percentage of 8,500,000 feet per month.
January .....	116,000	1.36
February .....	500,000	5.88
March .....	470,000	5.53
April .....	489,000	5.02
May .....	1,019,000	12.
June .....	1,825,000	21.47
July .....	2,165,000	25.47
August .....	3,024,000	35.57
September .....	4,487,000	52.79
October .....	5,229,000	61.52
November .....	6,850,000	80.6

Our October spruce shipments, plus our fir shipments, equalled seventy-four per cent. of England's 8,500,000 feet requirements. Our November spruce shipments, plus our fir shipments, equalled ninety-seven per cent. of England's total 8,500,000 feet requirements. (Applause.)

Through the lack of necessary information, I regret I am not in a position to advise you as to the relative cost of our spruce by comparison with other sources of supply. However, it is a well-known fact that our spruce was produced and received in England at a cost much less than any other source of supply.

Gentlemen, in reviewing the organization I can not single out any one individual for special mention, as it would not be fair. Everyone deserves his equal share for any credit the Department may be entitled to. We all did our best, and there is an old saying, "Angels can do no more."

Gentlemen, I want to thank you all most heartily for gathering here this evening and tendering to me this dinner, and may I also extend my thanks to the members of the staff, who are responsible for this gathering. I assure you of my full appreciation, and the appreciation of the Board. Thanking you all personally, and with best wishes for the future of the lumber industry in British Columbia. (Applause.)

**THE CHAIRMAN:** Gentlemen, it always will be a pleasure to remember the times of which we were a part, and while our esteem for Major Taylor will never decrease, it nevertheless is sad to think that this organization will break up so soon.

The formal program has come to an end, but we are not under the necessity of observing the early closing hour. We are absolutely free, I understand, this evening, and there is no reason why the meeting should break up at the present moment. We may remain here and visit as long as we wish.

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