

July 3, 1939.

The Canadian Manufacturers' Association,  
Bank of Hamilton Building,  
67 Yonge Street,  
Toronto, Ontario.

Dear Mr. Stirrett:

Attention: Mr. Stirrett.

Pursuant to our conversation this morning I am writing you regarding my experience in England with the War Office etc.

We were interested primarily in selling the Air Ministry in the War Office a new type of general stores trailer and bomb carrier which has been adopted by the U. S. air force. I found the best way of approach, although I had letters from Ian MacKenzie, was to work through a Company in England -- in this case a tire Company. I arrived in London at eight o'clock in the morning and got in touch with these people and at four o'clock I had an interview with Colonel Crawford of the Ordnance Department of the War Office. I was in the office of the Director of Mechanization. The same people got me immediate interviews with the Air Ministry and the Canadian Trade Commissioner secured me interviews with the various officials of the Admiralty. What I found was that they had in mind certain armament shortages which they required. They were not, at that time, interested in new items but I have had some correspondence from them since. There was considerable opposition expressed in the street, and I was informed that the various officials know of it, against placing orders in Canada because of the fact that the taxes for paying for these were being raised in England and there was still considerable unemployment. However one department informed me that they feared depending to a great extent on Canada for supplies because of the danger of submarine and aeroplane destroying shipping. Elsewhere I was informed that they would like a source of supply on which they could depend as a reserve in case of the bombing of plants in Great Britain; but I gathered more from what they didn't say that it would only be a reserve supply, with the exception of aeroplanes and machine guns of which they had, at that time, an actual and immediate need and would like to get them from anywhere.

I was further informed that the best approach would probably be through the Canadian Department of Defence by the following means: Find out from them exactly what they need and make a certain quantity which on being accepted would automatically place the Company supplying same on the supply list of the War Office, Air Ministry or Admiralty, whichever the case may be. However since my return, I have found through information, which I believe reliable but not from the Government, that Great Britain has a need for a great number of items which they would probably like to get from Canada but through some reasons which are beyond my information have been unable or unwilling to sign definite contracts for their supply.

From my experience I would suggest the following:

(a) A list of items from the Department of National Defence, which they feel they need immediately and which they require a source of supply in Canada and which would be standard items to be used by the British forces in the time of necessity and which Canadian Companies could make with the minimum of expenditure on extra equipment.

(b) An approach to the various British Arms Offices by a representative group of manufacturers through the Government good offices to find out if they will tell Canada exactly what they require and in what quantity. I might say that there is a general feeling in Great Britain that Canadian products have to bear watching as to their quality and quantity at given time. Whether such a delegation could get through and secure sufficient data to give Canadian manufacturers a line on which they must bid for items I do not know. However I find a tendency among manufacturers I have discussed it with to state that a few Companies in Canada would benefit and they would be the large companies who have sufficient influence to outweigh the bids and qualifications of smaller ones.

If there is anything further I can do I would appreciate it very much and I would also appreciate any help that you could give us as we are in a new plant which is adequately equipped to build certain items which I have seen being built in Great Britain without in any way jeopardizing our peace time production and I would appreciate your keeping in contact with me and let me know how your plans progress and if I can be of any assistance through Hon. Mackenzie King, whom I know personally, I would be only too glad to render such assistance.

Yours very truly.

*File*

*Perhaps interesting  
Lord Riverdale.*



1404 Montreal Trust Bldg.,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 4, 1939.

E. Winslow-Spragge, Esq.,  
Canadian Ingersoll-Rand Co. Ltd.,  
New Birks Bldg.,  
Phillips Square,  
Montreal, Que.

Dear Mr. Winslow-Spragge:-

*Noted  
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I am enclosing copy of a letter which has just been received from Lord Riverdale (formerly Sir Alfred Balfour who has been prominent in the steel industry for many years), Capital Steel Works, Sheffield, England.

This is a press notice and you may have seen it but I thought you might like to have a copy for your file.

Yours faithfully,

*J. Sturtevant*  
Assistant General Manager.

JTS/FM.

*File Great Britains  
feeling an ordering for  
Canada*



1404 Montreal Trust Building,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 4th, 1939.

E. Winslow-Spragge, Esq.,  
General Manager,  
Canadian Ingersoll-Rand Company, Limited,  
New Birks Building,  
Phillips Square,  
Montreal, Que.

Defence of Canada.

Dear Mr. Winslow-Spragge,

I had a telephone call yesterday from a member of the Association who has recently returned from England, and I asked him if he would be kind enough to summarize what he had told me in a letter. I am enclosing a copy of his letter as I thought you would find it interesting.

Yours faithfully,

*J. Sturritt*

Assistant General Manager.

JTS-S.  
Enc.

*Size delegation.*



1404 Montreal Trust Bldg.,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 4, 1939.

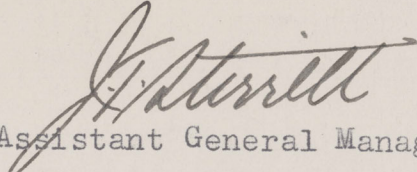
E. Winslow-Spragge, Esq.,  
Canadian Ingersoll-Rand Co. Limited,  
New Birks Building,  
Phillips Square,  
Montreal, Quebec.

Dear Mr. Winslow-Spragge:-

There seems to be a wide variation in opinions in regard to the size and constitution of any deputation which the Association may send to England to discuss the subject of war materials. Some assume that the party would be quite small, four, five or six, others that it would be between twelve and twenty and I heard one member in Ottawa say that it should be between thirty and forty.

We have put down some names here that we have got from various sources, from members of the Committee, from other members, from the records of the Imperial Munitions Board and from our own records of the present divisions of manufacturing. The first six names are the members of the Special Committee on National Defence. This list might be of some assistance when making a selection when the proper time comes.

Yours faithfully,

  
Assistant General Manager.

JTS/FM.

<u>NAME</u>	<u>FIRM</u>	<u>LOCATION</u>
W. D. Black	Otis-Fensom Elevator Company, Ltd.,	Hamilton, Ont.
H. G. Bertram	John Bertram & Sons Company, Ltd.,	Dundas, Ont.
E. Winslow-Spragge	Canadian Ingersoll-Rand Company, Ltd.,	Montreal, Que.
Col. H.F.G.Letson	Letson and Burpee, Ltd.,	Vancouver, B. C.
J. McDonald	Vulcan Iron Works, Ltd.,	Winnipeg, Man.
Lt.Col.C.L.MacKay	Bruce Stewart & Co., L td.,	Charlottetown, P.E.I.
R. H. McMaster,	The Steel Company of Canada, Ltd.,	Montreal, Que.
T. F. Rahilly	Algoma Steel Corporation, Ltd.,	Sault Ste. Marie, Ont.
A. Cross	Dominion Steel & Coal Corporation, Ltd.,	Montreal, Que.
W. R. Campbell	Ford Motor Co. of Canada, Ltd.,	Windsor, Ont.
H. J. Carmichael	General Motors of Canada, Ltd.,	Oshawa, Ont.
K. Crittenden	Chrysler Corporation of Canada, L td.,	Windsor, Ont.
C. W. Sherman	Dominion Foundries & Steel, Ltd.,	Hamilton, Ont.
H. H. Horsfall,	Canada Wire & Cable Co., Ltd.,	Toronto, Ont.
J. A. Kilpatrick	Dominion Wheel & Foundries, Ltd.,	Toronto, Ont.
J. C. Arner	Dominion Forge & Stamping Co., L td.,	Toronto, Ont.
E. H. Gurney	Gurney Foundry Co., Ltd.,	Toronto, Ont.
A. B. Purvis	Canadian Industries, Ltd.,	Montreal, Que.
V. G. Bartram,	Shawinigan Chemicals, Ltd.,	Montreal, Que.
N. P. Petersen	Canadian Acme Screw & Gear, Ltd.,	Toronto, Ont.
E. A. Wilson	Morrow Screw & Nut Co., L td.,	Ingersoll, Ont.

H. R. Wake	Aluminum Company of Canada, Ltd.	Montreal, Que.
J. C. Nicholls	International Nickel Co. of Canada, Ltd.	Toronto, Ont.
S. G. Blaylock	Consolidated Mining & Smelting Co. of Canada, Ltd.,	Montreal, Que.
M. S. Moss	Anaconda American Brass, Ltd.,	New Toronto, Ont.
D. C. Durland	Canadian General Electric Company, Ltd.	Toronto, Ont.
J. R. Read	Canadian Westinghouse Company, Ltd.,	Hamilton, Ont.
P. F. Sise	Northern Electric Co., Ltd.,	Montreal, Que.
A. S. Tait	English Electric Company of Canada, Ltd.	St. Catharines, Ont.
C. S. Bagg	Montreal Light, Heat & Power Consolidated,	Montreal, Que.
Hugh McCulloch	Babcock-Wilcox & Goldie-McCulloch, Ltd.,	Galt, Ont.
Victor Drury	Canadian Car & Foundry Company, Ltd.,	Montreal, Que.
Taylor Bailey	Dominion Bridge Company, Ltd.,	Montreal, Que.
Chester Stevens	Empire Brass Mfg. Company, Ltd.,	London, Ont.
J. S. Duncan	Massey-Harris Company, L. td.,	Toronto, Ont.
F. Merton	International Harvester Co. of Canada, Ltd.	Hamilton, Ont.
H. Cockshutt	Cockshutt Plow Company, Ltd.,	Brentford, Ont.
W. M. Townsend	Montreal Locomotive Works, L. td.,	Montreal, Que.
W. Casey	Canadian Locomotive Company, Ltd.,	Kingston, Ont.
J. E. Goodison	John Goodison Thresher Company, L. td.	Sarnia, Ont.
T. L. Moffat	Moffat's Ltd.,	Weston, Ont.
H. R. Walton	Hiram Walker & Sons, Ltd.,	Walkerville, Ont.
O. D. Johnston	Gooderham & Worts, Ltd.	Toronto, Ont.

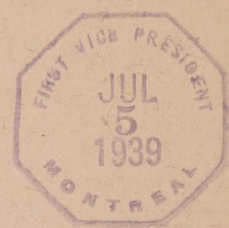
(Sir Charles P. Gordon	Dominion Textile Company, Ltd.,	Montreal, Que.
(Dr. A. O. Dawson	Canadian Cottons, Limited,	Montreal, Que.
	(Ask them about Cotton Linters)	
Col. Noel Carr	Director of Mechanization and Artillery, Department of National Defence,	Ottawa, Ont.
Dr. O. W. Ellis	Ontario Research Foundation,	Toronto, Ont.
T. H. Hogg	Chairman, Ontario Hydro Electric Power Commission,	Toronto, Ont.



711 C A

Re "Defense of Canada"

~~Mr. W. L. Spragg~~



**Stories Wholly Unfounded**

Several of the manufacturers attending the conference expressed themselves as "much pleased" with the course of the proceedings.

According to Prime Minister Mackenzie King, the government "is not only willing but anxious to have Canadian manufacturers obtain arms orders from the United Kingdom, and any stories to the contrary are wholly unfounded."

"The British government has been informed officially and in writing," said the prime minister, "that we would welcome such orders, but we have made it clear that Canadian companies must make their contracts direct with the British government."

Negotiations for establishment of a branch of the French armament firm of Schneider-Creusot, either in Montreal or Sorel, also are proceeding. Joseph Simard, head of Marine Industries, Ltd., and his brother were in France last year discussing possibility of the large French concern extending operations to Canada, where there would be more protection from air attack, and since then negotiations have been continued, with good progress reported. Decision in the matter may be announced within a month or two.

**COPY TO**   
FROM  
**CANADIAN INGERSOLL-RAND CO.**  
LIMITED  
**MONTREAL, QUE.**

July 13th, 1939.

Mr. J. T. Stirrett,  
Assistant General Manager,  
Canadian Manufacturers Association,  
67 Yonge Street,  
Toronto 2, Ontario.

Dear Mr. Stirrett:-

Will you please tell Mr. Black that I called to see Sir Edward Beatty to-day. Sir Edward Beatty is arriving in England to-day. I, therefore, saw Mr. D. C. Coleman, First Vice President whom I know. Mr. Coleman listened to my story very carefully but when I had finished he told me that owing to the conditions of the C.P.R. in London, it would be incongruous for them to be represented by anyone but a C.P.R. man. He felt that if we would like to have a representative from the Canadian Pacific or would like to have two representatives - one from the Canadian Pacific and one from the Canadian National, he would like Mr. Black to telephone him tomorrow, Friday, and he is prepared to cable Mr. Beatty to ascertain Mr. Beatty's views. My own feeling, as I mentioned in Hamilton, is rather sympathetic towards Mr. Coleman's reaction and I would be inclined to give invitations to both railways.

Mr. Paul Sise of the Northern Electric called me up and said he had been speaking to you. He said he expects to go to England himself in a couple of weeks but that it would be impossible for him to be a permanent member of the Committee on account of stress of other business. He said if there was any way of his being an associate member and being able to get away after the first few days that he would like very much indeed to act. He asked me whether I thought it would be all right for him to represent the communication branch of the industry consisting of Northern Electric and Marconi. I replied that as far as I was personally concerned, I thought this would be a good idea and I would communicate with you.

I saw Mr. Homer Jaquays who will talk to Mr. Ross McMaster on his return tomorrow. Mr. Jaquays was rather appalled at the size of the delegation and was sympathetic in principle towards the idea of there being one representative for each of the groups. However, he did not fail to mention that their Mr. Diplock is on sick leave and would be an excellent representative. I asked him if he would get in touch with you after he had had a talk with Mr. McMaster.

This letter is written in haste as I am leaving for Winnipeg tonight and do not expect to be available again until Thursday.

Yours very truly,



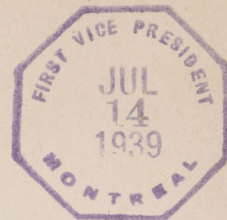
General Manager.

EW-S/EC

*Mission to England  
Back again King's statement  
to Press*



*Mr*



1404 Montreal Trust Bldg.,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 13, 1939.

E. Winslow-Spragge, Esq.,  
Canadian Ingersoll-Rand Co. Limited,  
New Birks Bldg.,  
Phillips Square,  
Montreal, Que.

Dear Mr. Winslow-Spragge:-

I have written a similar letter to the enclosed to the following in Montreal:-

- R. H. McMaster, The Steel Co. of Canada Ltd.,
- A. Cross, Dominion Steel & Coal Corp. Ltd.,
- P. F. Sise, Northern Electric Co. Ltd.,
- H. R. Wake, Aluminum Co. of Canada Ltd.,
- S. G. Blaylock, Consolidated Mining & Smelting Co.  
of Canada Ltd.,
- Victor Drury, Canadian Car & Foundry Co. Ltd.,
- W. W. Angus, Dominion Bridge Co. Ltd.
- J. W. Savidant, Canadian Vickers Limited.

Also, to Sir Edward Beatty and Mr. S. J. Hungerford.  
Both Mr. Black and Mr. Holt Gurney thought we ought to ask  
the railways to send a representative each.

Yours faithfully,

*J. Sturtevant*

Assistant General Manager.

JTS/FM.



*This was all planned  
by Edmund S.W.*



1404 Montreal Trust Building,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 13th, 1939.

E. Winslow-Spragge, Esq.,  
General Manager,  
Canadian Ingersoll-Rand Company, Limited,  
New Birks Bldg.,  
Phillips Square,  
Montreal, Que.

C. M. A. Mission to Great Britain.

Dear Mr. Winslow-Spragge,

At the Annual General Meeting of the Canadian Manufacturers' Association at Bigwin Inn, on June 19th, 20th, and 21st, 1939, it was decided to approach the Dominion Government to help arrange that a British Mission be invited to come to Canada in connection with the development of sources of war materials in Canada and also, if such course were considered advisable, to send a party of representatives of the Association to Great Britain to exchange information.

On June 28th a party of representatives of the Association interviewed the Prime Minister and six of his cabinet colleagues in Ottawa. I am enclosing a copy of the press release which was given out by the Prime Minister after the interview.

The C. M. A. party will sail on the Empress of Britain from Quebec on July 29th, arriving in Southampton on August 3rd. The party will consist of Presidents, General Managers and other chief executives of Canadian manufacturing firms. Certain groups are being asked to select one representative for each group to accompany the party. It is expected that there will be from fifteen to twenty-five in the party and it is hoped that it can complete its business in Great Britain in two or three weeks. The party will have the cooperation of the High Commissioner for Canada in the United Kingdom, the Canadian Chamber of Commerce in Great Britain, Inc., and the Federation of British Industries in the interchange of information with the Ministries of Supply, Admiralty, War and Air. It is expected that with their assistance a programme will be ready when the Association's party reaches England.

Members of the C. M. A. party are paying their own expenses. Members are reserving their own accommodation on the Empress of Britain but it should be stated that the purchaser is a member of the C. M. A. party, and applications for accommodation must all be sent direct to E. F. Thompson, Canadian Pacific, 1 King Street East, Toronto.

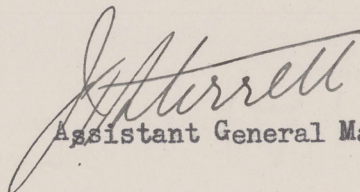
Attention is called to the fact that passports are necessary, and as the time is short the enclosed application should be sent in without delay to E. F. Thompson, Canadian Pacific, 1 King Street East, Toronto.

E. Winslow-Spragge, Esq.

The Committee on National Defence, which is in charge of arrangements, asks you to accompany the Association's party. In view of the nature of the mission, it is considered of the greatest importance that a very representative party should take advantage of this opportunity to try to co-ordinate the industrial systems of Great Britain and Canada in connection with the production of materials for war purposes. 11

Will you kindly reply at your earliest convenience?

Yours faithfully,

  
Assistant General Manager.

JTS-S.  
Enc.

July 13th, 1939.

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Assistant General Manager,  
Canadian Manufacturers Association,  
67 Yonge Street,  
Toronto 2, Ontario.

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This letter is written in haste as I am leaving for Winnipeg tonight and do not expect to be available again until Thursday.

Yours very truly,

WJ  
General Manager.

EW-S/EC

July 14th, 1939.

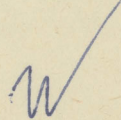
Mr. H. M. Jaquays,  
Vice President,  
Steel Company of Canada Limited,  
525 Dominion Street,  
Montreal, Que.

Dear Mr. Jaquays:-

I attach copy of the list of names which we were discussing on Thursday afternoon. Will you please let Mr. Black or Mr. Stirrett know what you are prepared to do.

After seeing you, Paul Sise got in touch with me and inquired whether it would be in order for him to represent Marconi and Northern Electric, providing Marconi were agreeable. I told him I personally thought it would be a good plan. The sailing date is July 29th from Quebec. Space has been reserved but the individuals will take it up and pay for such of this space as is required.

Yours very truly,



EW-S/EC

First Vice President.

*Homer Jagrups -  
July 14/39 E.C.*



<u>NAME</u>	<u>FIRM</u>	<u>LOCATION</u>
COMMITTEE ON NATIONAL DEFENCE:		
W. D. Black	Otis-Fensom Elevator Company, Ltd.	Hamilton, Ont.
H. G. Bertram	John Bertram & Sons Co. Limited	Dundas, Ont.
E. Winslow-Spragge	Canadian Ingersoll-Rand Company Ltd.	Montreal, Que.
Col. H.F.G.Letson	Letson and Burpee Ltd.	Vancouver, B.C.
J.McDonald	Vulcan Iron Works, Ltd.	Winnipeg, Man.
Lt.Col.C.L.MacKay	Bruce Stewart & Co. Ltd.	Charlottetown, P.E.I.
E. H. Gurney	Gurney Foundry Co. Ltd.	Toronto, Ont.

ONE APPOINTED BY THE FOLLOWING GROUP:

R. H. McMaster,	The Steel Company of Canada, Ltd.	Montreal, Que.
T. F. Rahilly	Algoma Steel Corporation, Ltd.	Sault Ste. Marie, Ont.
A. Cross	Dominion Steel & Coal Corp. Ltd.	Montreal, Que.

ONE APPOINTED BY THE FOLLOWING GROUP:

W. R. Campbell	Ford Motor Co. of Canada, Ltd.	Windsor, Ont.
H. J. Carmichael	General Motors of Canada, Ltd.	Oshawa, Ont.
K. Crittenden	Chrysler Corporation of Canada, Ltd.	Windsor, Ont.

*Individuals*

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C. W. Sherman	Dominion Foundries & Steel, Ltd.	Hamilton, Ont.
N. P. Petersen	Canadian Acme Screw & Gear, Ltd.	Toronto, Ont.
H. R. Wake	Aluminum Company of Canada, Ltd.	Montreal, Que.
Donald McAskill	International Nickel Co. of Canada Ltd.,	Toronto, Ont.
S. G. Blaylock	Consolidated Mining & Smelting Co. of Canada Ltd.	Montreal, Que.
A. R. Goldie,	Babcock-Wilcox & Goldie-McCulloch Ltd.	Galt, Ont.
Victor Drury	Canadian Car & Foundry Co. Ltd.	Montreal, Que.
R. S. Hart	National Steel Car Corp.	Hamilton, Ont.



W. Angus	(Dominion Bridge Company Ltd., (Dominion Engineering Co. Ltd.	Montreal, Que. Montreal, Que.
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ONE TO BE APPOINTED BY THE FOLLOWING GROUP:

J. S. Duncan	Massey-Harris Co. Ltd.,	Toronto, Ont.
F. Morton	International Harvester Co. of Canada Ltd.	Hamilton, Ont.
H. Cockshutt	Cockshutt Plow Co. Ltd.	Brantford, Ont.
J. E. Goodison	John Goodison Thresher Co. Ltd.	Sarnia, Ont.

RAILWAYS

ONE TO BE APPOINTED BY THE C.N.R. AND ONE BY THE C.P.R.

SHIPBUILDERS

	Canadian Vickers Limited,	Montreal, Que.
J. T. Stirrett,	Canadian Manufacturers Association,	Toronto, Ont.

OTHERS:

Col. Noel Carr	Director of Mechanization and Artillery, Department of National Defence,	Ottawa, Canada.
Dr. O. W. Ellis	Ontario Research Foundation, National Research Council, Ottawa, to be asked to appoint one.	Toronto, Ont.



<u>NAME</u>	<u>FIRM</u>	<u>LOCATION</u>
<b>COMMITTEE ON NATIONAL DEFENCE:</b>		
W. D. Black	Otis-Fensom Elevator Company, Ltd.	Hamilton, Ont.
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E. Winslow-Spragge	Canadian Ingersoll-Rand Company Ltd.	Montreal, Que.
Col. H. F. G. Letson	Letson and Burpee Ltd.	Vancouver, B.C.
J. McDonald	Vulcan Iron Works, Ltd.	Winnipeg, Man.
Lt. Col. C. L. MacKay	Bruce Stewart & Co., Ltd.	Charlottetown, P.E.I.
E. H. Gurney	Gurney Foundry Co. Ltd.	Toronto, Ont.
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<b>INDUSTRIALS:</b>		
C. W. Sherman	Dominion Foundries & Steel Limited.	Hamilton, Ont.
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R. S. Hart	National Steel Car Corporation.	Hamilton, Ont.

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H. Cockshutt	Cockshutt Flow Co. Ltd.	Brantford, Ont.
J. E. Goodison	John Goodison Thresher Co.Ltd.	Sarnia, Ont.

RAILWAYS:

ONE TO BE APPOINTED BY THE C.N.R. and ONE BY THE C.P.R.

SHIPBUILDERS:

	Canadian Vickers Limited.	Montreal, Que.
J. T. Stirrett	Canadian Manufacturers Association,	Toronto, Ont.

OTHERS:

Col. Noel Carr	Director of Mechanization and Artillery, Ottawa, Canada. Department of National Defence.
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Dr. O. W. Ellis	Ontario Research Foundation,	Toronto, Ont.
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National Reserach Council, Ottawa, to be  
asked to appoint one.



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W. R. Campbell	Ford Motor Co. of Canada Ltd.	Windsor, Ont.
H. J. Carmichael	General Motors of Canada Ltd.	Oshawa, Ont.
K. Crittenden	Chrysler Corporation of Canada Ltd.	Windsor, Ont.
INDUSTRIALS:		
C. W. Sherman	Dominion Foundries & Steel Limited.	Hamilton, Ont.
N. P. Petersen	Canadian Acme Screw & Gear Ltd.	Toronto, Ont.
H. R. Wake	Aluminum Company of Canada Ltd.	Montreal, Que.
Donald McAskill	International Nickel Co. of Canada Ltd.	Toronto, Ont.
S. G. Blaylock	Consolidated Mining & Smelting Co. of Canada Ltd.	Montreal, Que.
A. R. Goldie	Babcock-Wilcox & Goldie-McCulloch Ltd.	Galt, Ont.
Victor Drury	Canadian Car & Foundry Co. Limited	Montreal, Que.
R. S. Hart	National Steel Car Corporation.	Hamilton, Ont.

W. Angus	(Dominion Bridge Company Ltd. (Dominion Engineering Co., Ltd.	Montreal, Que. " "
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ONE TO BE APPOINTED BY THE FOLLOWING GROUP:

J. S. Duncan	Massey-Harris Co., Ltd.	Toronto, Ont.
F. Morton	International Harvester Co. of Canada Ltd.	Hamilton, Ont.
H. Cockshutt	Cockshutt Flow Co. Ltd.	Brantford, Ont.
J. E. Goodison	John Goodison Thresher Co. Ltd.	Sarnia, Ont.

RAILWAYS:

ONE TO BE APPOINTED BY THE C.N.R. and ONE BY THE C.P.R.

SHIPBUILDERS:

	Canadian Vickers Limited.	Montreal, Que.
J. T. Stirrett	Canadian Manufacturers Association,	Toronto, Ont.

OTHERS:

Col. Noel Carr	Director of Mechanization and Artillery, Ottawa, Canada. Department of National Defence.
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Dr. O. W. Ellis	Ontario Research Foundation,	Toronto, Ont.
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National Research Council, Ottawa, to be  
asked to appoint one.



<u>NAME</u>	<u>FIRM</u>	<u>LOCATION</u>
<b>COMMITTEE ON NATIONAL DEFENCE:</b>		
W. D. Black	Otis-Penson Elevator Company, Ltd.	Hamilton, Ont.
H. G. Bertram	John Bertram & Sons Co. Limited.	Dundas, Ont.
E. Winelov-Spragge	Canadian Ingersoll-Rand Company Ltd.	Montreal, Que.
Col. H.F.G. Letson	Letson and Burpee Ltd.	Vancouver, B.C.
J. McDonald	Vulcan Iron Works, Ltd.	Winnipeg, Man.
Lt.Col. C.L. MacKay	Bruce Stewart & Co., Ltd.	Charlottetown, P.E.I.
E. H. Gurney	Gurney Foundry Co. Ltd.	Toronto, Ont.
<b>ONE APPOINTED BY THE FOLLOWING GROUP:</b>		
R. H. McMaster	The Steel Company of Canada Ltd.	Montreal, Que.
T. F. Rahilly	Algoma Steel Corporation, Ltd.	Sault Ste. Marie, Ont.
A. Cross	Dominion Steel & Coal Corp. Ltd.	Montreal, Que.
<b>ONE APPOINTED BY THE FOLLOWING GROUP:</b>		
W. E. Campbell	Ford Motor Co. of Canada Ltd.	Windsor, Ont.
H. J. Carmichael	General Motors of Canada Ltd.	Oshawa, Ont.
K. Crittenden	Chrysler Corporation of Canada Ltd.	Windsor, Ont.
<b>INDUSTRIALS:</b>		
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Donald McAskill	International Nickel Co. of Canada Ltd.	Toronto, Ont.
S. G. Blaylock	Consolidated Mining & Smelting Co. of Canada Ltd.	Montreal, Que.
A. R. Goldie	Babcock-Wilcox & Goldie-McCulloch Ltd.	Galt, Ont.
Victor Drury	Canadian Car & Foundry Co. Limited	Montreal, Que.
R. S. Hart	National Steel Car Corporation.	Hamilton, Ont.

W. Angus	(Dominion Bridge Company Ltd. (Dominion Engineering Co., Ltd.	Montreal, Que. " "
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National Research Council, Ottawa, to be  
asked to appoint one.



1404 Montreal Trust Bldg.,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 14, 1939.

E. Winslow-Spragge, Esq.,  
Canadian Ingersoll-Rand Co. Limited,  
Phillips Square,  
Montreal, Quebec.

Dear Mr. Winslow-Spragge:-

I have your letter of July 13th with handwritten note saying, "Since writing this I have spoken to Mr. Black by long distance". I telephoned Mr. Black. He asked me to telephone Mr. D. C. Coleman and I did so. As a matter of fact you know now that I had already written to both Sir Edward Beatty and Mr. S. J. Hungerford suggesting that each railway send a representative. When I telephoned Mr. Coleman he had already seen my letter to Sir Edward Beatty. He said he would cable immediately to Sir Edward for instructions.

I telephoned Mr. Paul Sise and said that we would be delighted to have him come as a representative of the Communication Branch of the electrical industry. He said that he will try to sail with us on the 29th.

Yours faithfully,

Assistant General Manager.

JTS/FM.





1404 Montreal Trust Bldg.,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 18, 1939.

E. Winslow-Spragge, Esq.,  
Canadian Ingersoll-Rand Co. Limited,  
New Birks Building,  
Phillips Square,  
Montreal, Que.

Dear Mr. Winslow-Spragge:-

The following have expressed their intention to be members of the party to England:-

W. D. Black, President, Otis-Fensom Elevator Co. Ltd., Hamilton.  
E. Holt Gurney, President, Gurney Foundry Co. Ltd., Toronto.  
H. G. Bertram, President, The John Bertram & Sons Co. Ltd., Dundas.  
G. T. M. Bevan, Chief Engineer, Massey-Harris Co. Ltd., Toronto.  
Paul F. Sise, President, Northern Electric Co. Ltd., Montreal.

Mr. Sise hopes to sail on the Empress of Britain on July 29th but if he cannot do so he will join the party in London.

*V.P. and Gen. Mgr.*  
Mr. E. Winslow-Spragge, ~~Managing Director~~, Canadian Ingersoll-Rand Co. Limited, Montreal, told the Committee that he hopes to be able to go.

Through the kindness of our members in Canada, the following who are in England, will join the party on arrival:-

Sir James Dunn, President, Algoma Steel Corp. Ltd., Sault Ste. Marie.  
R. J. Magor, President, National Steel Car Corp., Montreal.  
A. R. Goldie, Director, Babcock-Wilcox & Goldie-McCulloch, Ltd., Galt.

The following, who are not members of the C.M.A., will sail with the party:-

Major-General A.G.L. McNaughton, President, National Research Council, Ottawa.  
Dr. O. W. Ellis, Metallurgist, Ontario Research Foundation, Toronto.  
Col. Noel Carr, Director of Mechanization and Artillery, Department of National Defence, Ottawa.

As you know, Mr. J. McDonald of the Vulcan Iron Works Ltd., Winnipeg, cannot go and Mr. Carpenter writes me saying that Winnipeg is willing to leave the matter in the hands of the party without

E. Winslow-Spragge, Esq.,

Toronto, July 18, 1939.

sending a representative. I believe that the British Columbia members will nominate a representative and defray his expenses among themselves. I have nothing yet from Col. MacKay of Charlottetown.

I have had several telephone conversations during the past few days with Mr. Jaquays, Mr. Coghlin and Mr. Gould and from these and from letters, I beg to give you the following information:-

Mr. Coghlin says that Mr. W. F. Angus is not going. I have a letter from Mr. Angus to this effect. Mr. Coghlin, however, says that Mr. Angus is discussing further with Mr. Taylor Bailey the advisability of sending someone to represent the Dominion Bridge Company and the Dominion Engineering Company.

Mr. Coghlin suggest that Mr. J. Edouard Labelle, K.C., President of Canadian Vickers Limited, might be asked as a French Canadian representative and also on account of his connection with the Company. I have a letter from Mr. J. W. Savidant, Comptroller of the Company, saying that he cannot go.

Mr. H. R. Wake has advised me that he cannot go. Mr. Gould says that Mr. Wake suggested Mr. C. N. Moisan, Standard Paper Box Limited, Montreal, Chairman of the Montreal Branch.

Mr. Stavert has intimated that he does not think that Mr. Blaylock, President of Consolidated Mining & Smelting Co. of Canada Ltd., will go. I telegraphed our British Columbia Division as Mr. Blaylock is at Trail, B.C.

I discussed the representative of the steel companies with Mr. Jaquays. May I suggest that you telephone him.

Mr. D. C. Coleman, First Vice-President of the Canadian Pacific Railway Co. Ltd., says that the question of sending a representative for the Company is under discussion.

Mr. S. J. Hungerford, Chairman of the Board & President, Canadian National Railways, has not acknowledged my letter up to date.

Yours faithfully,

*Patterson J. Sturtevant*

Assistant General Manager.

JTS/FM.

P.S. Mr. Coleman has just telephoned me saying that they have decided to ask Mr. ~~Patterson~~, European Manager of the C.P.R., London, to represent the Company on our mission.



1404 Montreal Trust Bldg.,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 19, 1939.

E. Winslow-Spragge, Esq.,  
Canadian Ingersoll-Rand Co. Ltd.,  
New Birks Building,  
Phillips Square,  
Montreal, Quebec.

Dear Mr. Winslow-Spragge:-

Referring to my letter of yesterday, I have received the following from Mr. Victor M. Drury, President of the Canadian Car and Foundry Co. Limited:-

"I am sailing on the Queen Mary this Wednesday, the nineteenth, and shall be glad to join your party on their arrival in London and shall be glad to do what I can to help along the situation."

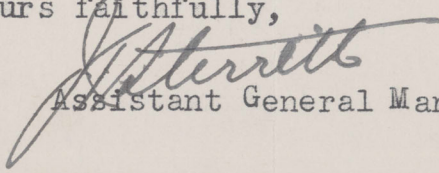
I have also the following from Mr. C. B. Lang, Vice-President, Dominion Steel & Coal Corporation Limited:-

"Inasmuch as Mr. Cross has just returned from England, and the fact that we maintain an office with an executive staff in London at all times, we do not believe it is essential, or necessary, for a representative from this Corporation to proceed with the mission."

"I would like, however, to offer the suggestion that conditional upon the other members of the mission feeling it feasible, that they arrange to contact with Mr. Bullen, our London representative, located at Brettenham House, Lancaster Place, London, W.C.2, who I am sure would be most pleased not only to cooperate with them, but likewise to be of considerable assistance in arranging for the success of same."

Mr. J. G. Morrow, Chief Inspector and Metallurgist,  
The Steel Company of Canada Ltd., Hamilton, will accompany the party.

Yours faithfully,

  
Assistant General Manager.

JTS/FM.

Montreal, Que.  
July 20th, 1939.

CANADIAN MANUFACTURERS ASSOCIATION  
COMMITTEE ON NATIONAL DEFENCE

The following constitutes the delegates who will sail  
on the Empress of Britain from Quebec, July 29th.

- \* W. D. Black, President, Otis-Fensom Elevator Co.Ltd., Hamilton.  
H. G. Bertram, President, The John Bertram & Sons Co.,Ltd., Dundas,Ont.  
E. Holt Gurney, President, Gurney Foundry Co.,Ltd. Toronto.  
E. Winslow-Spragge, First Vice President, Canadian Ingersoll-Rand Co.,Ltd.,  
Montreal.  
Paul F. Sise, President, Northern Electric Co.Ltd., Montreal.  
(Mr. Sise is going to England separately but will be  
considered as a member of the party.)  
Victor Drury, President, Canadian Car & Foundry.  
(Mr.Drury is in England and will be a member of the party.)  
J. G. Morrow, Chief Metallurgist of the Steel Co. of Canada.  
G.T.M. Bevan, Chief Engineer, Massey-Harris Co.Ltd., Toronto.  
A. R. Goldie, Director, Babcock-Wilcox & Goldie-McCulloch,Ltd. Galt.  
(Mr. Golide is in London and will be a member.)  
R. J. Magor, President, National Steel Car Corporation, Montreal.  
(Mr. Magor is in England and will be a member.)  
Sir James Dunn, President, Algoma Steel Corporation, Ltd. Sault Ste. Marie.  
(Mr. Dunn is in England and will be a member.)  
Mr. Dalton is being sent by the British Columbia Division.

The following will sail but are not manufacturers.

- Major-General A.G.L. McNaughton, President, National Research Council,  
Ottawa, accompanied by  
A. Gill as Technical Adviser.  
Dr. O. W. Ellis, Chief Metallurgist, Ontario Research Foundation, Toronto.  
Col. Noel Carr, Director of Mechanization and Artillery,  
Department of National Defence, Ottawa.  
J. C. Patteson, European Manager, Canadian Pacific Railways, London.  
Mr. Euhler, Minister of Trade and Commerce, is co-operating and giving his blessing  
to the project.

\* Later: Mr Black developed some serious trouble with his  
teeth and was unable to sail  
E.W-S.

ADMIRALTY

1. Admiral Sir Percy Addison

MINISTRY OF SUPPLY

2. Major General R. F. Lock
3. Mr. Crone
4. Mr. J. B. Gordon

AIR MINISTRY.

5. Mr. A. C. Boddis
- 

RETURNING MEMBERS OF CANADIAN MISSION.

6. Mr. E. Holt Gurney (Chairman of the Mission in England)
7. Mr. Guy T. M. Bevan
8. Mr. Hugh Dalton

TECHNICAL ADVISORS (to the Canadian Mission)

9. Col. Noel Carr
  10. Mr. O. W. Ellis
- 

RECEPTION COMMITTEE

11. Mr. W.D.Black, Chairman Standing Committee on Munitions, C.M.A.
12. Mr. Victor Drury
13. Mr. Homer Jaquays
14. Mr. Winslow-Spragge
15. Mr. W.H.Measures, Department External Affairs.
16. Mr. Wiseman, British Trade Commissioner.
18. General Elkins, Master General of the Ordnance.
17. Mr.C.W.Sherman, Defence Purchasing Board.

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19. Mr. Ross McMaster )
20. Mr. S. J. Hungerford )
21. Mr. Arthur Cross ) Mr. McMaster, Host
22. Mr. Morris Wilson ) and
23. Mr. Huntley Drummond ) group representing Montreal at
24. Mr. Arthur Purvis ) Mount Royal Club, Friday, August 8th.
25. Mr. W. F. Angus )
26. Sir Edward Beatty )



1404 Montreal Trust Building,  
67 Yonge Street,  
Toronto 2, Ontario,  
July 21st, 1939.

E. Winslow-Spragge, Esq.,  
Vice President and Managing Director,  
Canadian Ingersoll-Rand Co., Limited,  
New Birks Building, Phillips Square,  
Montreal, Quebec.

Dear Mr. Winslow-Spragge;-

I beg to give you the following information in regard to arrangements for the C.M.A. party, sailing on the Empress of Britain from Quebec at 2 P.M., E.S.T., on Saturday, July 29th:-

Members from Hamilton and Toronto will travel together in one car on the train leaving Union Station, Toronto, 10.55 P.M., E.S.T., July 28th, arriving at Montreal, 7 A.M., E.S.T., July 29th. This car will be transferred to the special train from Montreal so that the party will be intact through to Quebec.

Special train leaves Montreal (Windsor Station) 9.30 A.M., E.S.T., July 29th, arrives Quebec alongside Empress of Britain, 1.30 P.M., E.S.T., July 29th. *(Reaches Southampton - Aug 3.)*

Baggage should be marked "WANTED". Reasonably sized pieces can be taken into the cabin - larger pieces will be placed in the Baggage Room which will be accessible to passengers during the voyage. One hundred and fifty pounds of baggage is handled free by the railways to the port and twenty cubic feet handled free by the steamship to Southampton - extra charges being made for weights and cubic feet in excess of the amounts specified.

Baggage, if desired, may be checked through to your hotel at London, but it is necessary to make arrangements with the ship's Baggage Master on board ship with respect to handling same. A small charge is made for this service.

Tickets for the journey on the train from Southampton to London should be secured direct by each member of the party from the Ticket Agent on board ship, who will be glad to explain all details in respect thereto.

The Queen Anne's Mansions and Hotel, St. Jame's Park, London, S.W.1, has been asked to take care of hotel accommodation for the party. Members should make their individual reservations.

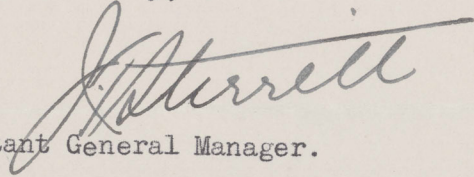
Return steamship passage should be reserved as soon as possible. Adjustments should be made through Mr. Hobbs, Canadian Pacific Steamships, Trafalgar Square, London, England. List of the principal sailings is attached.

E. Winslow-Spragge, Esq.,

July 21st, 1939.

The Hon. Vincent Massey, High Commissioner for Canada in Great Britain has been asked to make appointments and prepare a programme in co-operation with interested organizations in order to save time after arrival. It has been stated that the party wish to transact their business, if at all possible, in ten days or two weeks.

Yours faithfully,

A handwritten signature in cursive script, appearing to read "J. Sturcell". The signature is written in dark ink and is positioned above the typed name.

Assistant General Manager.

JTS/FM

# INGERSOLL-RAND COMPANY

11 BROADWAY, NEW YORK

OFFICE OF THE PRESIDENT



7  
/

July 24, 1939.

Mr. E. Winslow-Spragge,  
First Vice President,  
Canadian Ingersoll-Rand Co., Ltd.,  
Montreal, Quebec, Canada.

Dear Ed:

With reference to your letter of July 21, it was my understanding that you would communicate with me on your return from Winnipeg. I did not understand that you were waiting to hear from me, because there is nothing I can add to the advice given you here in New York a few weeks ago.

I am rather surprised that the list of delegates does not include important executives of such prominent concerns as the motor car industry; the steel industry; the railroad and the mining industry, and such other industrials as Canadian General Electric, Westinghouse, Fairbanks Morse, duPont, Aluminum Company, etc.

The final decision with regard to this trip is entirely up to you, and if you feel it is to the company's advantage, then you have our approval to go along with the other delegates - with the understanding that before committing the company to the acceptance of any contract, or to any financial outlay for the purchase of machine tools, etc., that such action would have to have the full knowledge and approval of our Board of Directors.

I expect to see you in Montreal on Thursday of this week for our regular Board Meeting.

Kindest regards.

Yours very truly,



**COPY TO**   
FROM  
**CANADIAN INGERSOLL-RAND CO.**  
LIMITED  
**MONTREAL, QUE.**

MR. E. WINSLOW-SPRAGGE,  
GENERAL MANAGER,  
MONTREAL

39  
July 27th, 1939.

*Tools made  
E. Ing. Rand*

Mr. H. Wood, Managing Director,  
Ingersoll-Rand Co., Ltd.  
165 Queen Victoria Street,  
London, E.C.4,  
England.

-MANUFACTURE OF COMPLETE MACHINES FOR STOCK-

Dear Mr. Wood:-

During your recent visit to Canada you were good enough to express your interest in our methods of requisitioning and approving the manufacture of machines for stock.

In order to give you a clearer picture, we would point out that at our Sherbrooke, Que. Works, we have two manufacturing buildings which we call:-

#2 or Compressor Shop  
and #3 or Drill Shop.

In the former shop we manufacture air compressors, vacuum pumps, centrifugal pumps, mine hoists, pulp and paper machinery and other lines of heavy machinery, while in #3 or Drill Shop, are made Rock drills, Pneumatic tools, and other light equipment commonly referred to as "Shelf Hardware".

In order to initiate any work in either shop it is necessary for the Manufacturing and Sales Departments to be in agreement and in order to ensure that this is so, we have evolved a simple, yet effective method by which all departments interested know and approve of the proposed manufacturing programme. This procedure is as follows:-

#2 or Compressor Shop.

Where it is found desirable to manufacture a machine or machines, a requisition in the form of "Authority for J order"- Sample #1, is issued by either the Manufacturing Dept. or by the Sales Dept. as occasion arises. This form, as you will note, carries a description of the product, and has spaces provided to indicate previous sales, previous manufacturing orders and so on.

*Kind of Machine*

Mr. H. Wood.  
I. R. Co. London.

-2-

Space is also provided for approval and signature by both Sales and Manufacturing Departments, and by the General Manager, should these various departments be in complete agreement on the proposed programme. Should there be any disagreement, the requisition is held up until all parties are in agreement. Upon approval having finally been given by the General Manager, the requisite copy is sent to the shop and a regular manufacturing or "J" order issued on form, Sample #2, and the work proceeded with. One copy of the "Authority for "J" order " form is filed in the Montreal Office for reference, and each month, the unfilled orders are reviewed, and as business conditions warrant, arrangements made to expediate or delay manufacturing.

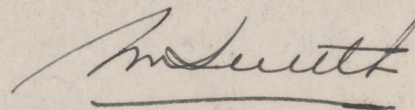
### #3 or Drill Shop.

A somewhat similar procedure is followed for #3 Shop products as is outlined above, except that a different form is used. Where, in the case of #2 Shop products, the material is transposed from one form to another, samples 1 and 2, after approval, the #3 shop forms have sufficient copies made up at one time to take care of all manufacturing departments such as Cost, Inventory, Production and so on. Manufacturing requisitions are ordinarily initiated by the Manufacturing Department and only three copies of form 4556, sample #3, are sent in for approval, the remaining copies being held in abeyance until approved copies are returned. The procedure of approving is exactly the same as that used for #2 Shop products and approvals are signed on the reverse side of the Requisition form-sample #3. You will note that, being branch stock items, the reverse side of the requisition carries a little more detailed information regarding sales and stock than does Sample #1. This is because, being considered as shelf hardware, they are much more difficult to keep track of than would be a large XVH compressor for instance. You will also note that we are sending two different types of forms marked sample #3. We are changing over to the new form, just as soon as our old ones are used up, and this we hope will greatly simplify our cost and inventory systems.

We trust that we have given you a fairly clear picture of the procedure involved in these matters and if there are any points on which we can give you further advice, will you please let us know.

Yours very truly,

CANADIAN INGERSOLL-RAND COMPANY LIMITED.



-CHIEF CLERK-

Wm. Smith/LAB.  
Yc

C2-Mr. Winslow-Spragge.

Aug 1<sup>st</sup> 1939

1/8<sup>th</sup> Air mail  
letter

Henderson & Company

Forty Wall Street

New York

Telephone Whitehall 4-0700

Cable Address  
Machendco.

Uptown Office  
502 Park Avenue.

Norman H. Donald  
Member N.Y. Stock Exchange

Caswell W. Stoddard

Francis T. Henderson

Warren Thorpe

Edgar Palmer  
Limited

Louis C. Hatfield  
Member N.Y. Stock Exchange  
Limited

Dear Ed - I was interested to read in yesterday's Gazette that you & some others are en route to London in search of munition & armament orders & hope you will have good luck & a good trip.

I am a member of the Bath Club 34 Down St London W1 where I used to have a room & would have suggested it as a good place for you to stay if I had happened to be speaking with you before you left.

The Barbers are still members & one of them would of course  
be glad to put you up & propose you as a visiting member.

Let me know if you hear anything of interest to a  
N.Y. broker also if you can get a line on anyone  
needing the services of a reliable New York house.

We need an order even more than C.R.C.O.

This is the first trans atlantic air mail letter  
that I have sent & will be interested to learn when  
it reaches you - It is now 3.30 P.M. Aug 1/39

Yr. affec<sup>t</sup> brother

Ang L

Winslow Spragge to Sir Harold Brown <sup>en route</sup> Aug 3/39

First Draft, closing Remarks (only followed in a general sense W)

The Chairman and other members of our mission have put before you the very substantial productive capacity of Canadian Industry. They have also sketched briefly some of the lines along which Canadian facilities should be capable of contributing to the common cause

But all this productive capacity and all these proposed lines of effort will be still born unless you can find some way to help us get started.

For three important years we manufacturers in Canada have marked time in a condition of semi idleness

With the background of 1914 in our minds, realizing how long it takes to get started, realizing that humanly speaking you may shortly require our help, knowing that from coast to coast there is a great and urgent desire to do our part, we have come on behalf of Canadian Industry to offer you our loyal support.

We are only tools in this great affair but we hope it may be possible for you to use us.

First Draft of Press Release

Aug 4/39

v.g.

The High Commissioner for Canada, the Honourable Vincent Massey, received this morning at Canada House the Canadian Mission of Industrialists now visiting the United Kingdom. It is headed by Mr. E. Holt Gurney of Toronto and is accompanied ~~by~~ in an advisory capacity by General A.G.L. McNaughton, President of the Canadian National Research Council and former Chief of General Staff, and Colonel Noel Carr of the National Defence Department, and includes some twenty Canadian Industrialists and Scientists.

The Duke of Devonshire, Under Secretary of State for Dominion Affairs, on behalf of H. M. Government in the United Kingdom, extended a very warm welcome to the Mission.

The members of the Mission discussed privately and informally the facilities which Canada could offer for the production of equipment required for defence purposes with representatives of the three Defence Departments of the United Kingdom Government

names quoted

While in the United Kingdom the Canadian party will visit numerous plants engaged in armament production with a view to reporting on ~~the~~ extent to which Canada could ~~participate in such work~~ in the event of emergency.

what

what

contribute  
contribute

Spence

(Covering first meeting with  
Sir Harold Brown on  
Friday morning  
Aug 4/39

# THE CANADIAN CHAMBER OF COMMERCE IN GREAT BRITAIN, INC.

[WITH WHICH IS ASSOCIATED THE DOMINION OF NEWFOUNDLAND.]

HONORARY PRESIDENT

THE HON. VINCENT MASSEY  
HIGH COMMISSIONER FOR CANADA

HONORARY VICE-PRESIDENT

SIR GEORGE MCLAREN BROWN, K.B.E.

PRESIDENT

L. ANDREWS

SECRETARY

G. H. WARD

TELEGRAMS:-- CANCHAMCOM, PICCY, LONDON.

CABLES:-- CANCHAMCOM, LONDON.

TELEPHONE:-- WHITEHALL 2794

*British Columbia House*

*3 Regent Street.*

*London S.W.1*

D I A R Y

of the

CANADIAN MANUFACTURERS' ASSOCIATION MISSION TO THE UNITED KINGDOM

*Accompanying letter of  
Aug 12/39*

Please note the following appointments have been made:-

SHELLS COMMITTEE

Messrs. Magor, Goldie, Bevan,  
Winslow-Spragge, Carr, Bertram,  
Drury, Goodison.

GUNS COMMITTEE

Messrs. Drury, Bertram, McNaughton,  
Magor, Carr, Lambert, Lambe, Gill,  
Winslow-Spragge.

STEEL COMMITTEE

Messrs. Morrow, Welling, Carr.

Sunday,

August 13th.

Leave for Birmingham. Stay at  
Queens Hotel.

NON-FERROUS METALS COMMITTEE

Messrs. Ellis, Carr, Loggie,  
Finlayson, Bevan, Mulock.

TANKS COMMITTEE

Messrs. Bevan, Goodison, Ellis,  
Goldie, Magor, A. S. Ellis.

Already at Birmingham.

POWER AND HEAVY CHEMICALS (Including Explosives) Committee.

Messrs. Gregory, Bartram, Pritchard, Evans.

Monday,

August 14th.

11. a.m.

Ministry of Supply, Adelphi House,  
Adelphi Terrace, W.C.2. Room no.  
283.

Monday,

August 14th.

3.30 p.m.

LONDON

Mr. E. Holt Gurney, Chairman of the  
Mission, to meet Lt. Colonel H.A.P.  
Disney, Director of Aeronautical  
Equipment Production, Room B7049,  
Air Ministry, Berkeley Square House,  
W.1. Telephone No. GROsvenor 4050,  
Ext. 2166.

SHEFFIELD

Mr. J. G. Morrow at English Steel  
Works, Sheffield, to meet Mr. A.B.  
Winder or Mr. Gilfillan. No special  
time set.

*Return date of sailing  
Aug 26/39*



DEPARTMENT OF IMMIGRATION AND COLONIZATION  
CANADA



Permit..... Mr. E. Winslow Spragge

To board S.S. .... "Empress of Britain"

At Port of..... Quebec - On arrival

Quebec, September 7th, 1939.

*[Signature]*  
DOMINION IMMIGRATION AGENT



Handed to EW  
approx July 28/39

THE MUNITION GAUGE PROBLEM.

Copy of an  
Article on this  
subject written  
by a CMA member

During 1914, 1915 and part of 1916 the shortage of supply of gauges was one of the most serious handicaps in the production of munitions. This probably caused more delay than any other single element. There were very numerous instances of shops tooled up ready to go but lacking gauges, of expansions undertaken but not consummated for lack of gauges, and of troublesome and contentious inspection problems which boiled down to worn or inadequate gauges.

We all feel that this must not happen again and the following analysis and discussion is undertaken with a view to preventing a repetition. What was perhaps excusable in 1914 due to the "state of the art" and of the resources then available, would be discreditable if repeated today. The writer was in this almost from the beginning, making shells, shell machinery and shell and fuse gauges from the fall of 1914 and therefore reviews this with personal knowledge.

There is just one way, and one way only, to prevent gauges again holding up production in the initial stages. That way is to "take time by the forelock", as the saying is, and begin at once to plan the work and to organize for an immediate start and rapid production as soon as the "go" order is received. In this planning and organizing we can only go a limited distance and will be much handicapped unless we have full and prompt co-operation from Great Britain in the supply of information and data. We now have good industrial facilities, beside which those of 1914 are insignificant, but we cannot use them properly nor promptly without the needed information on what munitions are to be inspected and details of the gauges which are to be used.

If we had this information now, we could produce all the gauges required in Canada, and as fast as required, with the necessary accuracy, and with a reasonable probability of an exportable surplus. There is not a single obstacle in the way that could not be eliminated if taken in time, and the time element for gauges is no greater than for the shell or other munition which is to be inspected. The real reason that the gauge time over-ran the shell or fuse shop time in 1914 - '16 was that the problem was not comprehended, -- was not studied in advance, and was in the hands of men with gauge using but not gauge producing knowledge or experience. This was cured later but not till well on in the war and after much lost time.

I have consulted the proprietors of a number of the better class machine shops and metal-trade manufacturers in this district, -- sufficient to form a fair cross-section of the industry. The results of enquiry have been uniformly satisfactory. All are willing to help and are co-operative-minded. On the basis of those consulted, as a proportion to the whole industry, I am quite positive that we have the ground work which can be developed rapidly into an amply large and efficient gauge industry.

Causes of delay in obtaining Gauges (1914).

- Lack of knowledge of what gauges would be required.
- Lack of specifications and instructions for making gauges.
- Lack of knowledge of the fact that we would have to depend on ourselves for all but sample sets and could not even get delivery from U.S.A. shops.
- Lack of appreciate of the rapidity with which the gauges wore out in use, and hence, of the number that would have to be prepared ahead.
- Shortage of standard reference-block sets in the hands of potential gauge makers.
- Unnecessary fussiness and finish on some gauges, also design of some that made them difficult to produce.
- Lack of Canadian facilities for checking of gauges.
- Labour strikes in U.S.A. factories producing gauges.
- The erroneous idea that only toolmakers could make gauges.

Current advantages (1939) not possessed in 1914.

More and better fine grinding equipment available.  
 Chromium plating for hard surface is commercially available.  
 Knowledge of means of accelerated aging of metal.  
 Non-shrinking die steels are commercial.  
 There are now numerous sets of reference blocks.  
 The art of lapping, fine grinding and "super-finishing" and the available correct abrasives, have made great strides.  
 Thread grinding, especially form grinding from the solid, has gone far ahead of 1914.  
 Optical measuring and electrical contact measuring are largely new since 1914.  
 The Government laboratories at Ottawa and Toronto, have grown up since 1914, and the University laboratories are much better now.

Current difficulties (1939) worse than in 1914.

There are not as many highly skilled mechanics of the old fashioned type, because (a) we have come to rely more for accurate products, on the inherent accuracy of the producing machine than on the man operating it; (b) there are fewer good small jobbing machine shops, which used to be a reservoir of manually skilled and ingenious mechanics; (c) we have now been in depression for ten years with very few apprentices added to the working force, and a more-than-normal scattering of mechanics to other pursuits or to relief where they soon loose skill.

Sources of Supply of Materials must be listed, studied and developed.

Special non-shrinking die steel.  
 Saw plate.  
 Chromium plating shops.  
 Case hardening (pack carburizing) shops.  
 Suitable Abrasives; Wheels and Lapping compounds.  
 Tungsten carbide tips (and shop who can braze them on).  
 Makers of optical units, -- "works microscope" type for incorporation in optical gauges.  
 De hydrated, non-rusting, grease for shipping and storage.  
 Hard dense cast iron castings.

How to prevent delay (in 1939), like what occurred in 1914.

The gauge and tool making capacity of this country should be organized at once, as perhaps a C.M.A. division (temporarily).

Drawings and specifications of gauges, and perhaps sample gauges, should be immediately sent to Canada, for all the items of munitions which it is expected we will, at first, be called on to produce. These would be studied as to method and means of production to make sure that the means is available and that the method fits into Canadian practice. Otherwise more delay ensues.

A system of grading and rating gauges, according to accuracy, should be built up, so that those not accurate enough for reference or final inspection use, could be available for shop inspection or operators working gauges, and thus save much loss in scrapping 2nd quality gauges. Plain distinction must be made between accuracy of gauge, and the tolerance limits which refer to accuracy of product.

There must be some definite government-supported labour policy, which, while fair to labour, will prevent C.I.O. or other organizations exploiting the opportunity with strikes, exorbitant wage demands and hampering restrictions. With good working conditions and good wages, all strikes should be out-lawed. This depends on the government. The British experience and methods should be studied, followed where good, and their errors avoided.

The principle should be established and recognized from the first that gauge making is not entirely a job for skilled tool makers; much of the work can be done by commoner grades of mechanics and much by well trained but not skilled, operators. Supervision and final finishing usually require the skill found in the tool maker grade but not always even that where quantities are large and training of selected operators is thorough.

The question of personal suitability in the operators is important, and some form of psychological, mental or physical test might well be used to select operators as to fitness of brain, eyes, nerves and muscular control in the hands before time and money is spent in training.

Then the training of operators should be thorough, and the working conditions such as to maintain their health and physical efficiency at a high pitch. Absolute temperance should be insisted upon in this class of employee.

labour  
The working forces of skilled men and in the early stages also the trained specialists must be retained and not conscripted nor enlisted, and protected from public scorn as slackers. Enlistment of metal-trades workers should be prohibited until munition production is running smoothly and with ample output.

An immediate skeleton or "shadow" organization of shop proprietors and chief executives should be created at once (before hostilities) for gauge, tool and machine shops. This should systematically plan the work ahead, aiming at co-operation not competition, and to prevent overlapping.

The old "priorities" system should be set up again, -- on paper -- ready to be put into force as soon as a governing body like the I.M.B. is placed in charge.

The question of limitation of profits should be settled in advance, otherwise there will be many complications, such as gauges sold to the Government at one price, to contractors at another and exported at a third. Gauges or tools cannot be made on cost, plus 5% of capital employed.

#### Summing Up:

There is capacity within the Canadian metal industries to make the gauges to match any munition program these industries can support.

The essential point is that the gauge phase of munition work must be started as soon as the initial planning of munition work, i.e. along with the paper work, not waiting till the raw material is being delivered.

The critical part of gauge work is not gauge making but gauge measuring, and the first thing to provide is the precision measuring equipment for the proposed gauge shops.

And finally: a positive essential and pre-requisite for rapid development of a large precision gauge industry for war purposes, is that there be a spirit of co-operation, not competition among all concerned, so that they will share their troubles, their successes and all the information obtained. There must not be competitive bidding on gauge prices or jealousy and secretiveness will result that will either wreck or at least slow down the program. A cost plus system at the beginning which would be followed by a fixed price basis as soon as enough information became available, would be best.

The gauge production organization must be headed by a man of recognized ability and character in whom all would have confidence. This was satisfactorily proved in the last war, in Mr. R.J. Durley's leadership.

The Ministry of Supply.

Mr. Burgin has given a clear exposition to the House of Commons of the view which he takes of his duties as Minister of Supply, and it is now possible to assess exactly what changes the new Ministry will effect. Broadly speaking, its task will be to amplify and to speed up the system of supply gradually evolved during the past four or five years. That system comprises four main features - namely, the expansion and the improvement in location of Government factories; the full use of private firms normally engaged in armament manufacture; an ever-widening circle of subcontracting; and the enlistment for armaments production of more and more of the general engineering trade of the country. This system has succeeded in enormously increasing the industrial background of the R.A.F. But success was a long time on the way, and the main task of the Ministry of Supply is to shorten the time required to do for the Army what was done for the Air Force. It is clear, after what has been done already, that the best chance of swiftly increasing Army supplies lies in the wider enlistment of the general engineering trade, coupled with (or in the form of) a further extension of the method of subcontracting.

The natural desire to avoid so far as possible heavy inroads on the export trades has probably left this field of expansion least explored. But the creation of the Ministry of Supply means that henceforth the satisfaction of military requirements must come first, though Mr. Burgin, who has had long experience at the Board of Trade is unlikely to insist upon indiscriminating priority for his orders. It should be understood that any lack of priority for Government orders in the past has been mainly due to the absence of any assurance that similar manufacturers would be similarly treated, and to the prevailing idea that the claims of rearmament and of the export trade had at least equal weight in official eyes. In those circumstances the postponement of orders from normal customers would not necessarily have been patriotic and might well have been costly to the individual manufacturer. Now that the claims of rearmament are officially declared to be supreme there should be no difficulty in securing effective priority wherever it is essential by voluntary co-operation. This means that the Minister must establish cordial relations with industry and he is wise indeed to purpose setting up an advisory Committee for this object. It may well be found that this Committee should have local branches and be used, as were local organizations in the last War, for the best possible allocation of orders in every area.

The debate showed that those who in the past have pressed most constructively for a Ministry of Supply are, on the whole, satisfied with the terms of the Bill, even though it has come three years later than most of them would have desired. Indeed under the terms of the Bill the Minister could do practically everything, with the notable exception of the control of labour, which the former Minister of Munitions could do. The question is what will he do. As already stated, he must seek to achieve results by co-operation with industry, because willing co-operation will produce better results than the appointment of a thousand controllers. In the second place he should take the widest possible view of the supplies which may be required. Just as the Ministry of Munitions would have failed if it had ever proceeded on the assumption that peace was just round the corner (though all hoped that it was), so the Ministry of Supply will fail if it acts on the assumption that international

agreement will come at any moment, though all hope that it may. Mr. Burgin said that he would be responsible for the expenditure of about £100,000,000 a year. That is a large figure, but it is not too large for the supply bill of a country which will have in the near future practically a million men under arms and within three years close on a million reserves ready, if the equipment is there, for instantaneous embodiment. It follows that Mr. Burgin's task cannot be confined merely to equipping the Army even on its present scale, and his insistence upon "storage" was one of the most encouraging features of his speech, because it shows, contrary to suspicions expressed by the Opposition in the debate, that he takes no narrow view of his task. Nor should it be forgotten that the Ministry of Supply will take over the powers of the Board of Trade under the Essential Commodities Reserves Act; and it is to be hoped that he will take an equally wide view of the reserves of such commodities which can and should be established now.

The least trivial of the reasons why the Opposition voted against a Bill which they themselves asserted to be overdue appears to have been fears that the Minister will not have effective powers to check profiteering. There is in course of preparation another Bill designed to fulfil the Government's promises under this head which were made simultaneously with the introduction of compulsory military training. Meanwhile the powers contained in the present Bill are very wide. The Minister will be able to compel disclosure of costs, and to fix prices accordingly. Short of abolishing private enterprise - a step which would be pretty certain to increase costs - and of establishing a statutory limit on profits - a step which would be exceedingly complicated and might work most unfairly - it is difficult to see what other powers this Bill could have conferred or how the public interest could have been better protected. The Bill should lead to a lowering of the prices paid. For example the Ministry is to take over responsibility for design, and though it is not suggested that those so far responsible have been remiss in their search for standardization, greater standardization should be one of the Ministry's foremost aims. Again, assuming that a wide view is taken of the scale of supplies required, there should be greater opportunities for placing orders in bulk and therefore more cheaply. In no point, therefore, does the Bill itself justify the fears, expressed before its introduction, that it would prove to be a half-measure. It permits the fullest measures for which any constructive critic has ever asked. But it is permissive, and, though there are signs that important powers will be used, only experience of its administration can show whether the right man is doing the job rightly.

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