

# **Imperial Munitions Board in Canada & The Royal Flying Corps in Canada and Texas**

*This memo written by Mr John S Emery, a civilian employee of the Royal Flying Corps Canada, describes the organization of the Royal Flying Corps and the Imperial Munitions Board in Canada beginning in 1916. It was likely written September to October 1917 based on internal comments in the memo (Greg Neid interpretation).*

## **Cause of Inception & Organization**

The inception of the Aviation Department of the Imperial Munitions Board in Canada, may be said to be the result of two primary factors arising out of the present European War, namely:

First, the enormous expansion of aerial warfare on the Western Front, necessitating extraordinary efforts on the part of the Imperial Government in maintaining aerial supremacy, and

Second, the decision of the Imperial Authorities to locate a Unit of the Imperial Royal Flying Corps in Canada for the purpose of enrolling and training additional Cadets as Pilots, equipped and accommodated with material produced in Canada and the United States.

## **Decision to locate Flying Corps in Canada**

This decision was arrived at during the late Autumn of 1916 as a result of numerous cables which had passed between the Imperial Munitions Board in Canada and the Ministry of Munitions in London, in which the former advised the Imperial Authorities that if a plan were decided upon, they would be willing and ready to co-operate in handling the business end of the proposed Unit to be established in Canada.

Subsequently on January 26, 1917, a Department was formed known as the "Aviation Department" of the Imperial Munitions Board in Canada, to handle all the business matters in connection with the Imperial Royal Flying Corps in Canada.

## **Functions**

The functions of this Department cover:

1. The securing of sites for the necessary Aerodromes and Aviation Schools;
2. The erection of Schools thereon, including all buildings, furnishing of same, supplying of equipment, construction of proper sewage and water systems. etc, etc.,
3. The renting of the erection of the necessary machine shops, garages, stores, barracks, office accommodation for Headquarters Staff, a Pay-Master's Office, Recruiting offices, etc, etc.,
4. The purchase of all supplies of every kind, including Aeroplanes, Engines, Spares, machinery, tools, clothing, gasoline and oils etc, etc.,

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5. The formation of a Transportation Department to handle the quick delivery of all supplies and in general. deal with transportation difficulties.
6. The erection of an Aeroplane Factory for the manufacture of Aeroplanes themselves, the engines being supplied under a Contract given by the Imperial Government to the Curtiss Motor and Aeroplane Corporation, of Buffalo. N.Y. These engines and parts are forwarded from Buffalo to the Factory for use in the Planes, or, where necessary, are sent direct to the Schools as spare engines and parts. This Factory is managed by a separate and complete organization and reports direct to the Imperial Munitions Board:
7. The installation of a clerical staff and accounting Department so that proper accounts and records are kept and reports made from time to time to the Imperial Munitions Board of Canada, who in turn, report to the Imperial Government,
8. The organization of a Construction Department properly manned by a Superintendent of Construction with the necessary engineers, etc to oversee the actual work of Construction.

The General. Organization of this Department consists of -

Personnel

Director of Aviation.

Secretary to the Department.

General Purchasing Agent, with assistants

Superintendent of Construction, with assistants

Superintendent of Aeronautical Supplies.

Traffic Manager.

Accountants, Book-keepers, Stenographers etc.,

The Chief Office of the Aviation Department is located on the sixth floor of The Imperial Oil Company's Building, 56 Church Street, Toronto, occupying a floor area of 3,181 square feet.

Establishment of Reserve  
Squadron

Having regard to the enormous demand for trained pilots on the Western Front, it was definitely decided on November 22nd, 1916, to establish in Canada, twenty Reserve Squadrons of the Imperial Royal Flying Corps, fifteen squadrons to be located in the Province of Ontario and the remaining five in the Province of British Columbia, mainly for winter training, owing to the milder climate.

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Owing to certain reciprocal arrangements having been made with the American Government whereby the training of a certain number of American Cadets is to be undertaken by the Imperial Royal Flying Corps in return for which the United States Authorities will give the Imperial Royal Flying Corps the use of certain aviation schools, including buildings etc., in one of the Southern States during the winter months, it has been decided not to do anything further towards erecting a School in British Columbia. The main part of the winter training will therefore be done in the Southern States, in all probability to the extent of Ten Squadrons, so that two Camps in Canada namely, Camp Hoare [Camp Borden] and Camp Rathbun (being a portion of the School at Deseronto will be practically closed so far as actual flying is concerned, during the winter. The Camp at North Toronto will be operated the winter months as it is thought the climatic conditions will be better at this Camp than at the others.

Actual Number of  
Squadrons

The number of Squadrons therefore actually training in Canada, number sixteen including a Gunnery Squadron. Each Squadron consists of a mechanical equipment of eighteen complete Aeroplanes with the necessary spare engines and Aeroplane parts.

Arrival of Imperial  
Staff & selection of  
first site

Brigadier-General Hoare and his Officers arrived in Toronto on the 22nd of January 1917 concurrently with an advance party of the Imperial Royal Flying Corps. After ascertaining General Hoare's requirements and the inspection of various sites, the site for the first Aviation School was selected at Camp Borden, being part of the property owned by the Department of Militia and Defence, and the erection of the necessary buildings was commenced thereon. "Camp Hoare" being named after the General Officer Commanding.

Other sites

Immediately the decision to locate the first site at Camp Borden was made, others sites were also located, one near Toronto divided into two parts and the other at Deseronto similarly divided into two parts.

After careful consideration had been given to the claims and standing of several contractors, Messrs Bate, McMahon & Company of Ottawa, Canada, were selected to build and erect the buildings and necessary works required at the various Aviation Schools in Canada. A contract was let to this firm on January 30th, 1917 and work commenced by them at Camp Hoare on February 5th, 1917. Messrs Bate McMahon & Co, had previously carried out important contracts for the Dominion Government including the building of Valcartier Camp in the Province of Quebec. The rapidity of construction amply justifies this Department in its decision to place the contract with them.

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Number of men Employed	<p>An average of about 1,800 men were employed in preparing the ground for the Aerodromes and the erection of buildings, railroad siding, permanent roads etc . Rapid progress was made considering the unfavourable winter conditions under which the work had to be done. Particularly was this marked in regard to the construction of the permanent roads which were built of crushed stone with a binding of asphalt cement. This work was often done day and night with the thermometer below zero.</p>
Flying Commenced	<p>The result was that Flying commenced at Camp Hoare on March 30th. This Camp is now entirely completed and training in full swing.</p> <p>Flying also commenced at Deseronto on May 7th and this Camp was completed on the 15th day of August. Training at this Camp is now in full operation.</p> <p>The North Toronto School has all its buildings erected, water system, drainage and sewers installed also the Aerodrome completed. Flying was commenced early in July.</p> <p>During the Fall and early winter of 1916, several inquiries were made by the Imperial Authorities looking towards the possibility of manufacturing Aeroplanes in this Country and on November 25th, 1916 the Imperial Munitions Board in Canada received a preliminary order from the Ministry of Munitions, for the construction by a Canadian company of the Curtiss type Aeroplanes.</p>
Incorporation of Company to Manufacture Aeroplanes	<p>Subsequently on December 15th, 1916 the Ministry of Munitions was advised by Cable of the formation and incorporation of a Company known as "Canadien Aeroplanes, Limited", with the capital, owned by The Imperial Munitions Board in Canada. Pending the selection of a site on which to erect and equip a factory, temporary premises were leased, being a portion of the John Inglis Company's Boiler Works, situated on Strachan Avenue, Toronto, where a start was made on the manufacture of Aeroplanes.</p>
Selection of Site & Contract Let	<p>Coincident with the commencement of operations by the Company, a site of about nine acres was selected on Dufferin Street, Toronto, and on the 26th of January 1917, a contract was let to The Jackson-Lewis Company, Limited, for the erection of the necessary buildings etc. Under the supervision of a competent Architect, work was commenced on the 29th of January and completed on June 1st, the Canadian Aeroplanes Limited having previously vacated their temporary leased premises entering into occupation of the new factory on the first of May.</p>
Occupation of Factory	<p>An average of 500 to 600 men were employed by the Contractors throughout the period of construction.</p>

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Description	<p>The Plant consists of some ten buildings with an aggregate floor space of some 139,000 square feet. The principal structures have cement foundations and are built of brick with metal sash. The ground floor consist of 4" of cinders with 4" of concrete and hard wood maple on top. Ample and satisfactory accommodation is provided and being situated in the centre of the labour market of Toronto, is assured of a supply of the highest class of skilled labour which is absolutely essential in an industry of this character. Efficient railroad sidings are enjoyed by the factory and the plan of lay-out and construction admits of ready and rapid expansion to meet the future requirements of Aviation in this country.</p>
Capacity & Output	<p>It was originally contemplated that the size of the Aeroplane Factory should be governed by an eventual output of fifteen planes per week.</p> <p>Since operations have been in full swing, production has been greatly exceeded and the requirements of the Imperial Royal Flying Corps in regard to Aeroplanes and spare parts, have been more than taken care of.</p> <p>Today the factory employs some 1,500 men [this employment level was September/October 1917, refer to Sullivan, Alan Aviation in Canada 1917-1918] with an output of what is equivalent to five completed Aeroplanes per day.</p>
Supply of Engines & Parts	<p>Owing to the immense difficulty the Aviation Department had at the beginning of 1917 in securing deliveries of engines and engine spares and in view of the vital importance of a continuous supply being assured not only to Canadian Aeroplanes Limited but to the Royal Flying Corps, it was deemed essential by this Department, to have its own representative periodically visit the Curtiss Aeroplane and Motor Corporations' plants, both at Buffalo and Hammondsport N.Y. for the purpose of facilitating production of motors and motor spares. The results of such representation have been more than satisfactory and deliveries have been considerably accelerated during the past few months.</p>
Cooperation of the United States Air-Craft Production Board secured	<p>The supply of engines and engine parts is without question a very serious matter owing to the United States Government requiring heavy supplies in view of its own Aviation programme. Everything possible is being done to meet the situation. By the co-Operation of the United States Air-Craft production Board, considerable pressure has been brought to bear on the manufacturers of engines, and as already stated, this action by the United States authorities, contemporaneous with the activities of our representative at Buffalo and Hammondsport N.Y. has</p>

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resulted in a very material improvement in the steady and continuous delivery of engines and parts.

Camp Hoare. This School is established on property belonging to the Dominion Government known as "Camp Borden" and is situated 71.3 miles north of Toronto. A total of 1000 acres of this property is now used by the Imperial Royal Flying Corps on which the buildings and Aerodrome is now situated.

The Dominion Government have allowed the Aviation Department the use of this land without cost of any kind and in addition, lent its cooperation to the contractors by allowing the use of certain buildings belonging to the Department of Militia and Defence. Undoubtedly this co-operation greatly facilitated matters and resulted in a very considerable saving of both time and expenditure.

The Camp consists of some fifty seven buildings ranging from fifteen flight sheds down to guard houses. The category of these buildings includes Aeroplane repair shops, machine shops, coppersmith and Blacksmith's shop, garages, mechanical transport repair shop, dope shop, salvage buildings, stores of all kinds, offices, officers quarters, cadets' quarters, Mens' barrack and mess buildings and numerous other small subsidiary buildings. During the course of construction the layout of the Camp was considerably altered and amplified by the addition of several special buildings, thus converting the Camp into what is known as a "Higher Training School" which covers such technical training as Gunnery, Camera work, Bombing sights, Wireless Telegraphy, etc, etc. All this additional work has been carried out making the Camp absolutely complete, both from an aviation and military point of view.

As previously stated, work was commenced by the contractors on February 5th and was sufficiently far advanced that Flying was commenced on March 30th. The contractors vacated the work on June 2nd, the Camp having been formally taken over by the General Officer Commanding, on May 2nd, 1917.

In addition to the buildings and Aerodromes, there was constructed 1.3 miles of railroad siding 4.3 miles of water-mains laid, 4,900 feet of Sewers laid, and about 4.75 miles of Asphalt macadam road built, Telephone, electric light and power systems were installed, also underground gasoline tanks, fire hydrants, latrine systems, hose reels equipped, incinerators, and the supplying of heating apparatus, general furnishings and machinery.

Situation of Camp  
Hoare

Cooperation of the  
Dominion Government

Number &  
Description of  
Buildings

Higher Training

Date of Camp takeover by  
Royal Flying Corps

Water Mains, Sewers,  
Roads, etc.

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Work on Aerodrome

Considerable work was done in putting the Aerodrome and flight areas into satisfactory condition. Over 850 acres of rough land were stumped, irregular portions levelled down and seeded with blue grass.

The result today is Camp Hoare is generally regarded by competent experts, both military and civilian, to be one of the finest aviation centres in the world.

Situation of Camp  
Mohawk & Rathbun

Deseronto. This School is situated about 140 miles east of Toronto on Lake Ontario and comprises a total of 665 acres. Owing to the impossibility of securing a sufficiently large area, it was necessary to divide the School into two parts. One part consisting of Three Squadrons with a total equipment of 54 machines situated on the property known as "Indian Reserve" now designated "Camp Mohawk" and the part consisting of Two Squadrons or, 36 machines on what is known as the "Rathbun Farm" now designated Camp Rathbun.

Uses of Indian  
Reserver and  
Compensation to  
Indians

The Department of Indian Affairs have allowed this Department the use of the Reserve without rental, the only cost to the Imperial Munitions Board is a few hundred dollars per annum to provide compensation to the Indians owing to the necessity of removing their cattle to other Lands. The total area of this particular property is 350 acres. The other property known as the "Rathbun Farm" is situated some three from the Indian Reserve and has a sufficient capacity for Two Squadrons, the total area being 315 acres. This farm has been leased from the Rathbun Company for the duration of the present European War.

A matter of fifty buildings ranging from Flight Sheds to guard houses have been constructed and in addition, five other buildings in the Town of Deseronto have been leased for repair shop, blacksmith's shop, stores and offices. This School is used for primary training, no buildings for higher training having been constructed.

Roads, Water-mains,  
Sewers & Equipment  
Installed

Asphalt Macadam Roads of a total length of 2.3 miles have been built, 1.69 miles of water-mains laid, 2,450 lineal feet of sewers laid and 1.2 miles of Railroad siding built. Telephone, Electric light and power systems have been installed and underground gasoline storage tanks, latrines etc and similar equipment to that supplied to Camp Hoare, have been supplied.

Camp Formally Taken  
over by Royal Flying  
Corps

Commencement of construction by the contractors on this school was made on the 15th of April 1917 and the contractors finally vacated the work on the 13th of August 1917, the School having been formally taken over by the General Officer Commanding, Flying commenced about May 7th, 1917.

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Situation of Camps at North  
Toronto

North Toronto. As in the case of Deseronto, it was impossible to secure a sufficiently large enough area to form one Aerodrome for five Squadrons, so this School is also divided into two parts, one for the accommodation of Three Squadrons or 54 machines and the other for two Squadrons or 36 machines. Both properties are situated north of the City of Toronto. The larger section of the School is located on property owned by the Town of Leaside known as "Leaside Camp" and comprises an area of 320 acres. No rental has been charged by the owners but this Department agreed to pay a portion of the taxes on the property occupied. This Camp is situated some six miles from the centre of the City of Toronto in a north-easterly direction. The other smaller section of the School is located at Armour Heights some eight miles due north from the centre of the City of Toronto and about four miles from Camp Leaside. The property consists approximately of some 393 acres and no rental is paid for same, the owner allowing the use of the land without charge of any kind.

Number of Buildings at  
North Toronto

A total of some 54 buildings have been erected at these Camps ranging from Flight Sheds to guard houses, together with additional subsidiary buildings such as Camera Obscura, Wireless Telegraphy and Gunnery Buildings for the purpose of Higher Training, Accommodation for Mens' mess and barracks has been secured in a large Factory building adjacent to the Aerodrome at Leaside to the extent of 60,000 square feet. The owners have allowed this Department the use of this property rent free, the only expense being certain plumbing, electric light equipment, partitioning etc which has been installed.

Date School Completed

Work was commenced on the 22nd of May and the contractors vacated the work on or about September 12th. This School has practically the same accommodation in regard to buildings as Camp Hoare. Considerable work has been put on the Aerodrome such as levelling, draining and seeding etc.

Flying was commenced on July 6th and training is now in full swing.

## British Columbia

Location of Sites in  
British Columbia

Before the reciprocal arrangements, with the United States Government as already mentioned had been entered into, Majors St John Knight & O.C. MacPherson of the Royal Engineers, visited the Pacific Coast and after inspecting various sites, two properties were selected, one known as the "Ladner" site situated at Delta, British Columbia, consisting of some 304 acres, and the others situated on Lulu Island located near Stevenson consisting of 276 acres. Both of these sites were selected



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with the object of accommodating a School of five Squadrons, divided into three Squadrons and two Squadrons.

Abandonment of Sites

Owing to the climatic conditions prevalent on the Pacific Coast it was felt that winter training could be accomplished in this School. In view however of the new plan for winter training in the Southern States, the erection of this School has been abandoned and the various properties surrendered to the original owners.

## Texas

USA to Provide  
Aerodromes etc.

During this Summer negotiations were carried on between the General Officer Commanding the Imperial Royal Flying Corps and the War Department at Washington D.C., through the Air-Craft Production Board, looking towards the possibility of a reciprocal arrangement whereby The Imperial Royal Flying Corps undertakes to train a certain number of American Cadets and mechanics during the Summer months in Canada, in return for which the United States Government provide facilities the shape of Aerodromes and accommodation for ten Squadrons. These negotiations have been brought to a successful conclusion and aeroplanes together with a considerable amount of stores are being shipped to Fort Worth Texas, in the vicinity of which the training will be carried on. Headquarters Offices, Stores, Barracks and Garage have been leased and the Purchasing Agent of this Department, together with a necessary staff are located in Fort Worth for the purpose of assisting in the purchase and procuring of the necessary equipment and supplies for the Imperial Royal Flying Corps stationed there. It is contemplated that the organization which has been drawn from this Department, shall remain in Fort Worth during the winter of 1917/18 until the Imperial Royal Flying Corps return to Canada to resume their summer training.

IMB Staff Located at  
Forth Worth

Other Buildings

In addition to the construction and erection of buildings at the various Aviation Schools, certain buildings and accommodation were leased in the City of Toronto.

The following is a description of the various properties leased or erected and the purposes for which they are used:

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Head Office Headquarters  
Staff

1. The whole of the Sixth floor of the Imperial Oil Company's Building, No. 56 Church Street, Toronto, comprising an area of 5701 square feet has been leased for the duration of the War. As previously stated the Aviation Department occupies some 3,181 square feet the balance being occupied by the Headquarters Staff of the Imperial Royal Flying Corps.

Recruiting Office

2. Certain ground floor space comprising some 1,772 square feet was leased to accommodate the Central Recruiting Office. This accommodate has however proved inadequate and premises at #93 King Street E. Toronto has been rented for the increased requirements of the Central Recruiting Staff.

Site of Stores Depot

3. Stores Depot, Dufferin Street, Toronto. This Department was one of the first buildings leased on behalf of the Imperial Royal Flying Corps. The building which forms part of the property of the Dominion Radiator Company, comprises an area of some 10,000 square feet. This building soon however proved entirely inadequate for the ever increasing requirements of The Royal Flying Corps and an additional building of some 16,000 square feet capacity was erected on adjacent property owned by Canadian Aeroplanes, Limited. This new building is fire proof through - out, steel framing with mill constructed floors, the exterior walls being faced with press brick. The building is heated and lighted with services provided by Canadian Aeroplanes Limited and the structure is of the same description as the other adjoining buildings.

New Buildings

Description of Buildings

A contract for the construction was let to the Dickie Construction Company Limited of Toronto, and the building was erected in about seven weeks.

Lease of factory for Engine  
Repair

4. Repair Park. A lease of a factory on Atlantic Avenue belonging to the Regal Shoe Company was originally arranged for and this factory was renovated and fitted up to meet the requirements of the Imperial Royal Flying Corps, as an Engine Repair Park. However it soon proved inadequate and an additional storey was erected. The increasing requirements of the Imperial Royal Flying Corps however soon outgrew this accommodation and eventually part of the Engine Repair Park together with the Aeroplane Repair Park expanded into one of the large buildings forming part of the Old Central Prison property formerly owned by the Provincial Government.

5. Central Prison Property [Toronto prison closed in 1915]. Consequent upon the expansion and growth of the Aeroplane Repair Park and to provide accommodation for the over-flow from the original Engine

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Aeroplane Repair Park	<p>Repair Park, it was found necessary to lease from the Grand Trunk Railway Company, the present part owners of this property, four of the large buildings. These buildings have all been renovated and kitchen equipment, dining facilities and winter accommodation provided for over 600 men.</p>
Overflow from Stores Depots Provided for	<p>The same remarks may also be applied to the Stores Depot on Dufferin Street. The ever increasing requirements of the Imperial Royal Flying Corps which threatened congestion at the existing Stores has found additional accommodation in the buildings at the old Central Prison property, this property being renovated and fitted up to take the overflow from the Stores Depot as well as that of the Engine and Aeroplane Repair Parks.</p>
Barracks Accommodation for Stores Depot Men	<p>6. To provide accommodation for the men employed at the Stores Depots on Dufferin Street, this Department leased the old Heydon House Hotel situated on the corner of St Clair Avenue and Weston Road. This building was renovated and fitted up to accommodate 100 men.</p>
	<p>Owing to the increasing personnel at the Stores Depots, it was deemed desirable to lease adjacent land and erect thereon buildings to accommodate a further 250 men. These structures consist of latrine, ablution buildings, mess and barrack buildings and guard house.</p>
	<p>A road has been built into the property which now makes a very compact barrack unit.</p>
Rolling Stock & station Property Insured	<p>The railway station and freight shed were also protected. The functions of this insurance having now been fulfilled and as the Camp is no longer in the jurisdiction of this Department, all such insurance has been cancelled.</p>
Duration of Leases	<p>All leases of private property both at the various aviation centres and in the City of Toronto run for the period of the War, and in a majority of cases a covenant had to be entered into, undertaking to remove all buildings etc and restores properties to their original condition.</p>
Photographs & Plans	<p>Complete photographs of all Schools have been sent to the Chairman of the Imperial Munitions Board in Canada as well as complete block plans of all the Camps.</p>

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Cooperation of Dominion  
Authorities

The co-operation and assistance of the Department of Militia and Defence during the construction period was very greatly appreciated by this department. Not only did that Department loan the area upon which Camp Hoare is built but greatly facilitated early operations by the Royal Flying Corps in allowing our contractors the use of certain buildings at Camp Borden and the furnishing of provisions, large quantities of stores and equipment of a military nature for immediate use.

The Department of Militia and Defence also gave the use of the land at Long Branch on which is situated the summer Camp accommodating American Cadets.

The foregoing is a short general history of this Department and as far as possible has not touched on the military side of the operations directed by the Imperial Royal Flying Corps in Canada.

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## **APPENDIX.**

For the purpose of facilitating the operations of the Aviation Department, the organization is divided into sections or sub-departments as follows:

- Executive Department.
- Purchasing Department.
- Construction Department.
- Transportation Department.
- Aeronautical Department.

Detail of these organizations are as follows:

Executive. The Executive consists of the Director of Aviation and the Secretary of the Department together with the necessary accounting staff. A very careful accounting system has been installed and full returns are made to the General Auditor of The Imperial Munitions Board in Canada every week. In addition Minute reports of all executive transactions are forwarded to the Chairman of the Board at Regular periods.

Purchasing. The Purchasing Department is in charge of an expert in buying together with a number of assistants. All the requirements of the Imperial Royal Flying Corps covering Aeroplanes, Spares, machinery & tools for the Repair Parks and Camps, gasoline & oil for the Aeroplanes and Mechanical Transport. In fact everything required for the entire operations of the Royal Flying Corps is taken care of by this Department.

Construction. The Construction Department is responsible for the construction of all buildings either at the Schools or in the City of Toronto,.

A large proportion of the Construction Work at the various Camps and in Toronto was let by Contract under the control and supervision of the competent staff of engineers etc.

Since the completion of the first three Schools, this Department has been re-organized and all construction employs its own labour.

The Superintendent of Construction is responsible for the purchase of all supplies and materials necessary. All prices and quantities are

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closely checked up with the result that considerable expenditure has been saved.

## Transportation.

This Department is manned by an expert railway man who is responsible for the quick delivery of materials ordered by the Purchasing and Construction Departments. In addition this Department handles all the transportation of men and supplies between Canada and Texas and their return. All materials and supplies in transit between shipping points and destination are closely traced to ensure quick delivery with a minimum of delay.

## Aeronautical.

This Department is in charge of an Expert in Aeroplane and Engine supplies. He is responsible for the following up of all orders for Aeroplanes, Aeroplanes Spares, Engines and Engine Spares placed by the Purchasing Department.

In addition he establishes close contact with the Aeroplane and Engine factories and follows up all output and production of Aeroplanes at Canadian Aeroplanes Limited and of engines at the Curtiss Aeroplane and Motor Corporation's plant at Hammondsport, N.Y. Periodical visits are also made to these latter works for the purpose of ensuring a steady flow of engines and parts to Canada.

*This document was transcribed from archives of the Fred Hitchens Collection, DB Weldon Library archives, University of Western Ontario, July 2025.*