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REPORT NO. 64
HISTORICAL SECTION (G.S.)
ARMY HEADQUARTERS

20 Aug 53

The Reorganization of the Canadian Militia, 1936

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A P P E N D I C E S

- "A" -- Distribution of Cavalry Units
- "B" -- Distribution of Field Artillery Units
- "C" -- Distribution of Infantry, Tank and Machine
Gun Units
- "D" -- Reorganization Authorized to Jun 1936
- "E" -- Reorganization - M.D. No. 1
- "F" -- Reorganization - M.D. No. 2
- "G" -- Reorganization - M.D. No. 3
- "H" -- Reorganization - M.D. No. 4
- "J" -- Reorganization - M.D. No. 5
- "K" -- Reorganization - M.D. No. 6
- "L" -- Reorganization - M.D. No. 7
- "M" -- Reorganization - M.D. No. 10
- "N" -- Reorganization - M.D. No. 11
- "O" -- Reorganization - M.D. No. 12
- "P" -- Reorganization - M.D. No. 13

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The Reorganization of the
Canadian Militia, 1936

1. The object of this Report is to record the reorganization of the Non-Permanent Active Militia which was completed, in the main, during 1936. Army Headquarters Historical Section Report No. 22, The Reorganization of the Canadian Militia, 1919 - 20, covers the work of the Otter Committee in reorganizing the Militia during 1919 and 1920 as a force which contained sufficient cavalry and almost enough infantry units, though deficient in artillery and units of other corps, for four cavalry and 11 infantry divisions. In its final portion (paras 98 to 105), that Report touched briefly on the reorganization of 1936, the aim of which was to change the number of N.P.A.M. units to that required for a force of one cavalry and six infantry divisions, plus the necessary Corps and Army troops, and two fortress garrisons. The present Report will cover substantially the same ground as is covered by this last part of Report No. 22, but in greater detail. It will, in effect, record the next major development, after the Otter reorganization, in the history of the organization of the N.P.A.M.
2. The Report is divided into three parts. The first of these deals with the genesis of the scheme, the reaction to it of the Government of the day and the development of the outline plan which assigned quotas of units and formations of the reorganized N.P.A.M. to the Military Districts. The second records the implementation of the scheme as it affected certain units and corps whose reorganization, for various reasons, proved comparatively simple to arrange. The third part covers approval of the scheme by the Government and development of the final detailed plan, which determined the conversions, amalgamations, disbandments and formation of new units required to meet the District quotas. The numbers of the General Orders promulgated in the execution of this plan are also recorded in the third part.
3. The contribution of a group of N.P.A.M. officers to all stages of the planning is given some prominence. These officers participated both as individuals in command of units affected, and collectively through the Service Associations and the newly-formed Conference of Defence Associations. Their work was valuable, not only for its effect on the final plan but, more importantly, for the favourable reception of the plan by the N.P.A.M. which it helped to assure. Without their support, it is doubtful if any reorganization of the N.P.A.M. could ever have been carried out.

4. The whole operation was very skilfully conducted, and might serve as a model for any future similar move. Two factors contributed to this success -- the competence of the Permanent Force officers "at the centre", and the public spirit of the officers of the N.P.A.M. The simultaneous planning at all levels, among a variety of participants with diverse interests, was well controlled and co-ordinated. The political issues involved were handled with a dexterity which did not permit them to prejudice the decisions in important matters. The final result was a "revolution by consent" within the N.P.A.M. which measurably increased the efficiency of that force in the war which was then brewing.

THE OUTLINE PLAN

Inception of the Scheme

5. In a memorandum dated 5 Dec 35, the then C.G.S., Maj-Gen E.C. Ashton, C.B., C.M.G., V.D., C.M., stated: "The Scheme for the Reorganization of the Canadian Militia may be said to owe its origin [in 1931] to the obligation which devolved upon Canada ... to furnish the World Disarmament Conference the maximum figures for her Sea, Land and Air Forces ..." ((H.S.) 112.3M2009 (D47), "Reorg of the Cdn Militia 1935": C.G.S. to M.N.D., 5 Dec 35, para 2). Preparation of these figures naturally involved a study of Canada's defence requirements, and this study led to the conclusion that, in respect to land forces, an N.P.A.M. of one cavalry and six infantry divisions was sufficient to meet any emergency which Canada might have to face in the foreseeable future. In December 1931 this conclusion, and the main considerations which led to it, were stated in the recommendation of the C.G.S. (then Maj-Gen A.G.L. McNaughton, C.B., C.M.G., D.S.O.) to the Minister of National Defence (Lt-Col D.M. Sutherland, D.S.O., V.D.) as to the figure which Canada should submit for her land forces (H.Q.S. 5902, "Scheme for the Reorg of the N.P.A.M. 1933", vol 1: C.G.S. to M.N.D., 21 Dec 31). In this paper Maj-Gen McNaughton stated that the existing militia establishment of four cavalry and 11 infantry divisions had been recommended in 1919 because of the necessity of providing against a possible war with the United States, in which case "the role of the land forces of Canada was clearly to hold back any invasion from the United States until such time as adequate forces ... could be brought in from Great Britain and elsewhere, and to do this it was held to be expedient to place in the field the maximum forces which could be organized and maintained" (*ibid*, p. 2).

6. The C.G.S. then surveyed the developments which had, in his opinion, removed the necessity for so large a Militia. Chief among these he listed the establishment of parity between the navies of Great Britain and the United States at the Washington Conference of 1921 - 22. This agreement, by making U.S.

naval supremacy in the coastal waters of North America possible, had made it "no longer practicable to count on reinforcement of our land forces from overseas in a war with the United States, and it is self-evident that without this assistance the outcome of such a war for Canada could only be unfortunate" (ibid, p. 4).

7. Having ruled out war with the U.S. as being unlikely in view of recent developments in international politics and potentially disastrous from the military point of view, the C.G.S. then argued that the need for a Militia organization based on the maximum available manpower had disappeared. For such an organization he proposed to substitute one capable of providing an expeditionary force to support other members of the British Empire, or to implement a decision of the Council of the League of Nations. He considered a force of one cavalry and six infantry divisions to be the maximum which could be effectively organized and reinforced in a war of long duration overseas. A militia of this strength, also, would be more than adequate for aid to the civil power, for home defence against attack from overseas and for maintenance of Canadian neutrality in a war between the U.S. and an overseas Power or combination of Powers. (Ibid, pp 4-8)

8. The paper then outlined the circumstances which, independent of the Disarmament Conference, made reorganization of the N.P.A.M. desirable. The existing establishment was described as far greater than could be trained with current appropriations, as requiring overhead expenses out of proportion to effectives trained and as leading to weak units and a surplus of senior officers. In addition, the N.P.A.M. was shown to be over strength in cavalry and infantry* units and under strength in artillery and ancillary arms. (Ibid, pp 5-6)

9. In view of all these circumstances the C.G.S. recommended "that the establishment of our land defence force should be reduced to the basis of 6 Infantry and 1 Cavalry Divisions, together with the necessary complement of ancillary units." (ibid, p. 6). The following table showed the proposed organization in somewhat greater detail.

6 Divisions at 10,000 all ranks.....	60,000
1 Cavalry Division at 5,000 all ranks.....	5,000
Corps, Army and Lines of Communication units..	20,000
Schools, Administrative Units and Coast and Anti-Aircraft defence units.....	15,000
	Total..
	100,000

(Ibid, pp 6, 7)

10. The C.G.S. further proposed that the establishment strength of the Permanent Active Militia, which was included in these figures, should remain at its then legal limit of 10,000 all ranks. The remaining 90,000 -- the establishment strength allotted to the reorganized N.P.A.M. -- would equal a full-time force of

*For a force of 11 infantry divisions, the NPAM was not, in fact, over strength in infantry battalions (para 19).

roughly 7500, since each member would train for 30 days only in any one year. These calculations provided a figure of 17,500 for total effectives, and a reduction in the authorized strength of the N.P.A.M. of 44,843. (Ibid, p. 7)

11. Commenting on acceptance of these figures by the Government, the C.G.S. wrote:

The acceptance of a figure of 17,500 for total effectives ... commits us only in the respect that we will not train annually in excess of this amount during the life of the Convention. It does not commit us to an immediate reorganization and reduction of our Militia though it is most desirable on military grounds that this should be effected at the earliest possible date.

On the other hand the Government may wish to make a point of the reduction of 44,843 all ranks proposed in our Establishment in which case reorganization will necessarily follow the acceptance of the Convention.

(Ibid, pp 7, 8)

Reaction of the Government

12. These figures appeared in the findings of an interdepartmental committee which was set up on 28 Apr 31, to prepare for Canadian participation in the approaching Disarmament Conference. The Prime Minister, Mr. R.B. Bennett, is recorded as approving the findings of this committee as guiding instructions for the Canadian delegation at the Conference ((H.S.) 112.1 (70), "Disarmament Cttee Papers 1931/33", Book "A": "Memorandum on Limitation of the Effectives of the Land, Sea and Air Forces of Canada" (at Flag 23), para 2). No direct approval of reorganization appears to have been given at this time. None indeed was required, in view of the detailed planning still to be done before any concrete scheme could be presented to the Government for approval. However the mobilization planning of the early 1930s (Defence Scheme No. 3), which the C.G.S. recorded on 20 Jan 32 as having been approved for action by the Minister, provided that the field force would ultimately include one cavalry and six infantry divisions, plus the necessary Corps and Army troops (Preliminary Narrative, History of Canadian Military Policy and of Canadian Military Forces in Canada and Adjacent Regions, 1939-1945, Chap 2, paras 27 to 32). This suggests that planning was going ahead on the assumption of some reorganization of the N.P.A.M., for a high proportion of the units required for the force envisaged in Defence Scheme No. 3 could not have been found from within the Militia as it was then constituted. It could be noted, also, that this Scheme, when approved, became in itself a powerful reason for reorganization, since it was important that the N.P.A.M. "on the ground" should correspond as closely

as possible with the force which was to be mobilized from it.

Briefing the N.P.A.M. and the D.O.Cs.

13. In addition to the planning still to be done, the traditions of the N.P.A.M. and the special position occupied by its officers interposed a further -- and most formidable -- obstacle in the way of an immediate reorganization. These officers of the N.P.A.M. served at a cost in time and money which could only be borne by individuals who were motivated by very active sentiments of patriotic duty, and of loyalty to the traditions of their units. Of these motives, loyalty to the unit was probably the more active and immediate. Any attempt at a reorganization imposed above, before the members of the N.P.A.M. had satisfied themselves that it was necessary and that their units would be dealt with fairly, would have met very strong political opposition within all parties, and might even have led to mass resignations from the N.P.A.M. A good deal of work had therefore to be done in the way of educating the officers of the N.P.A.M. to accept the changes voluntarily before Government approval of reorganization became feasible.

14. By a fortunate turn of events the education of the N.P.A.M. got off to an auspicious start early in the period of gestation of what was ultimately born as the "Scheme for the Reorganization of the Canadian Militia" (para 22 below). In November 1932, senior officers from each of the Service Associations met in Ottawa to form the Conference of Defence Associations. At this meeting, the C.G.S. outlined the principal reasons for reorganization of the N.P.A.M. He was followed by Lt-Col G.A. Drew, V.D. of the Canadian Artillery Association, who spoke in favour of a resolution urging the Government to reorganize the N.P.A.M. This resolution was passed by the Conference, no dissenting votes being recorded, and the scheme had gained powerful support, which was destined to continue, in the very quarter where it most needed help (H.Q.S. 5902, vol 1: "Precis Minutes of Meeting of Conference of Defence Associations", 18 and 19 Nov 32).

15. As will appear later, when planning figures are given for the numbers of cavalry and infantry units required in the reorganized N.P.A.M. (para 19 below), these two Arms stood to lose the greatest number of units on reorganization. In consequence, the C.G.S. paid special attention to spreading information about the Scheme to as many senior cavalry and infantry officers as possible. On 11 Feb 33 he attended a meeting of the Canadian Infantry Association, where he outlined the scheme and answered questions, assuring those present that there was no danger of any reasonably efficient infantry battalion being interfered with, and that, for the others, many opportunities would be provided for them to be transformed into other types of units (*ibid*: "Precis of Notes of a Meeting of the Canadian Infantry

Association", 11 Feb 33). In spite of this assurance, the Infantry were by no means persuaded into outright acceptance of the scheme, as their speeches during the 1933 meeting of the Conference of Defence Associations were to testify. (para 36 below).

16. Later in February, another group was given a general briefing on the scheme, when a letter was sent to all D.O.Cs. This letter, knowledge of whose contents was to be limited to D.O.Cs. and senior members of their staffs, stated that reorganization of the Canadian Militia was under consideration, and that discussions to this end had been held with officers of the Conference of Defence Associations and of the Canadian Infantry Association. To this letter was attached a copy of a "Memorandum on the Present Military Requirements of Canada" (a repetition, practically verbatim, of the contents of the memorandum (para 5 above) sent by the C.G.S. to the Minister on 21 Dec 31), as well as copies of the minutes of the meetings of the Conference of Defence Associations and of the Canadian Infantry Association. In its second last paragraph, the letter said:

Definite proposals for the required reorganization are now in preparation, and when they are more advanced it is the intention to consult you as to the arrangements to be made in the District under your command. I am to ask that you should give general consideration to the questions involved.

(Ibid: D.M.O. & I. to D.O.Cs,
21 Feb 33)

17. Thus, early in 1933 a solid groundwork had been laid. Senior members of the Government, officers of the Service Associations and D.O.Cs. had been briefed on the principal reasons for reorganizing the N.P.A.M. The next task was to develop an outline plan. In this N.D.H.Q., D.O.Cs. and officers of the N.P.A.M. were to work in a partnership which, considering the delicate nature of some of the issues involved, was to prove remarkably harmonious.

Planning in 1933

18. The first stage in the development of the outline plan occupied the period 25 Jan to 20 Oct 33. On the first date, the C.G.S. issued a memorandum on the principles which were to guide the planning of reorganization. On the latter date, an outline plan was issued. This outline plan contained a statement of the principles which had been followed in the planning, and a tentative division among the Military Districts of the numbers of units required for the reorganized N.P.A.M. Discussing this plan later, at a meeting of the Conference of Defence Associations (para 35 below), the C.G.S. made it clear that he regarded the formulation of correct general principles to govern planning as the most important part of the work done in this period.

19. In his memorandum on planning principles (ibid: "Memorandum as to the Principles which are to form the basis of the Scheme for the Reorganization of the Active Militia", 25 Jan 33), Maj-Gen McNaughton stated that the appreciation on which planning was to be based appeared in his memorandum to the Minister of 21 Dec 31 (para 5 above), and that complementary information was given in a General Staff memorandum of 29 Jan 31. This latter paper ((H.S.) 112.3M2009 (D42), "Reorg of N.P.A.M.": "Memorandum on the Reorganization of the N.P.A.M.", 29 Jan 31), a remarkably able and comprehensive preliminary survey, covered much the same ground as Maj-Gen McNaughton's memorandum to the Minister, but in greater detail. It contained a Table "D" which listed in one column the numbers of each type of unit and formation then authorized, and in another column those required to form the required new force of one cavalry and six infantry divisions, plus the necessary Corps and Army troops and two fortress garrisons. Expressed in this form, the object of reorganization was simply to convert the unit list of the N.P.A.M. from the one shown in the former column to that shown in the latter. In the Table, the Cavalry was shown as being surplus 23 cavalry regiments, the Artillery as being deficient a total of 68 batteries of all types. In the Infantry, 51 battalions were surplus to requirements.* There were serious deficiencies in the Engineers, the Signals and the Services. In addition, some of the existing units, while not surplus, were of a type which changes in organization had rendered obsolete.

20. To return now to the planning directive of the C.G.S. Following his reference to these two papers, Maj-Gen McNaughton outlined the principles which were to guide planning as follows:

- (a) Strategical considerations concerning Home Defence need not be taken into account. Existing boundaries of Military Districts may be taken as subject to alteration if administrative or other reasons so indicate - with the qualification that boundaries of Military Districts should be assimilated to Provincial boundaries as opportunities offer.
- (b) In detailing the distribution of the units N.P.A.M. comprising the forces summarized in para. 1, above, it will be the aim to localize the units forming an Infantry Division within a Military District, or in not more than two adjoining Military Districts. Such distribution is desirable in peace, in connection with administration and training, and is importantly connected with the possible use of troops in arrangements, both on the Atlantic and Pacific Coasts, for the defence of Canadian neutrality and, generally, for local defence against the possibilities of incursions of the type of the Fenian raids. For the same reasons, Corps, Army, L. of C. troops will be distributed throughout all Military Districts in approximate proportion

*There was, however, a deficiency of infantry battalion from the point of view of a force of 11 infantry divisions.

to the Divisional units raised therein. In this latter connection, however, occupational characteristics of the inhabitants will constitute an influencing factor.

- (c) The units forming the Cavalry Division will be largely, if not entirely, found from the Provinces of Manitoba, Saskatchewan and Alberta- this having particular reference to the mounted troops. The Divisional Cavalry regiments belonging to the 6 Infantry Divisions will come from other Military Districts.

(H.Q.S. 5902, vol 1: "Memorandum as to the Principles which are to form the basis of the Scheme for the Reorganization of the Active Militia", 25 Jan 33, p. 2)

21. The first* planning paper which was produced (ibid: "Draft Outline of a Scheme for Reorg of the Active Militia", 4 May 33) concentrated on the establishment of boundaries for the six Divisional Areas into which Canada was to be divided, and on changes in the existing boundaries of certain of the Military Districts which would make the Districts more nearly equal in population and numbers of units under command. This paper was studied, and certain changes were recommended (ibid: "Comments on Outline of a Scheme for Reorganization of the Active Militia (Draft)", 2 Jun 33). The C.G.S reviewed both of these papers and on 24 Jun 33 he issued a revised version of his principles. This revision included an unexplained change of mind as to the location of the cavalry division, and also made important changes in the proposed divisional areas. These were reduced from six to five, and made to include whole provinces or groups of provinces. In detail, the new principles ran as follows:

In drafting the detailed scheme for reorganization of the Non-Permanent Active Militia along the lines indicated ... above, the following principles will be kept in mind:

- (a) Strategical considerations concerning the direct defence of Canada need not be taken into account. To satisfy administrative and training requirements, however, (with particular reference to an increased co-ordination of effort on the part of the land, sea and air forces of Canada) there will eventually be required a reduction in number of existing administrative areas; the forces whether sea, land or air to be grouped for administration under a single headquarters responsible to N.D.H.Q. These areas

* The first paper, that is, which can be located in the files.

will be designated "Defence Districts" and for the purpose of the present study will be assumed to be as follows:

Atlantic Defence District

Provinces of Nova Scotia, New Brunswick and Prince Edward Island (Military Districts Nos 6 & 7).

Quebec Defence District

Province of Quebec (Military Districts Nos 4 & 5).

Ontario Defence District

Province of Ontario (Military Districts No. 1, No. 2 and No. 3).

Western Defence District

Provinces of Manitoba, Saskatchewan and Alberta (Military Districts No. 10, No. 12 and No. 13).

Pacific Defence District

Province of British Columbia, and District [sic] of Yukon* (Military District No. 11).

The subdivision of Defence Districts into subordinate Military Sub-Districts to facilitate the organization and administration of the land forces will be made as found convenient, except that it is undesirable that a Military Sub-District should comprise portions of two provinces.

(b) In detailing the distribution of N.P.A.M. units ... it will be the aim to localize the units forming an Infantry Brigade with a normal proportion of units of other arms and services, within one area. The size of such area will, however, depend upon the degree of Militia activity in each particular Military Sub-District. Corps, Army and L. of C. troops will be distributed throughout all Districts in approximate proportion to the Divisional units raised therein. In this latter connection, however, occupational characteristics of the inhabitants will constitute an influencing factor.

* "and District of Yukon" is a pencilled addition to the text.

(c) The two Cavalry Brigades comprising the Cavalry Division will be found one from Eastern and one from Western Canada.

(Ibid, vol 2: "Memorandum as to the Principles which are to form the basis of the Scheme for the Reorg of the Active Militia", 24 Jun 33)

22. Planning went ahead in accordance with this direction, and a draft plan was produced on 20 Oct 33, under the title "A Scheme for the Reorganization of the Canadian Militia" (ibid, vol 3: "A Scheme for the Reorganization of the Canadian Militia -- Second Revise", undated)* This document is of concern to this Report chiefly for the detailed statement of planning principles which it contained. The tentative allocation of units to Districts given in Part II and in Table "B" of Appendix "III" was carried forward, with modifications, into the final version of the plan, which is covered in detail subsequently (paras 43 to 48 below). There is a good deal of material, also, on the proposed "Defence Areas", as they were called in this paper, and on changes in the boundaries of certain of the Districts. However no action was taken on this aspect of the plan (para 42 below), and these proposals are therefore not recorded in any detail in this Report.

23. In Part I, the planning principles given by the C.G.S. were of course repeated. However, the criteria to be used in dividing units among the Districts were stated more specifically, and this final statement, since it caused some debate (para 36 below) is given in detail.

Since strategical considerations concerning the local defence of Canada need not be taken into account, it will not be necessary to localize the units forming each of the Divisions in certain areas, the size and location of which might otherwise be largely influenced by such considerations. For reasons connected with training and administration in peace, however, it will be the aim to find one or more complete Infantry Brigades, together with the proportion of Divisional Units as are organized on the basis of one such unit per Infantry Brigade, from within a given locality. This arrangement while of value in peace and in measures which might be taken for the maintenance of neutrality, is not to be taken as implying a similar grouping of units on mobilization for overseas operations. In this latter eventuality,

*It has not been possible to locate a copy of the text of the first plan. However, the copy cited has been amended by hand in such a manner as to preserve the original text.

for reasons concerning representation and casualties, war formations will be national rather than territorial in their composition.

(Ibid, para 1 (e))

Divisional units other than those indicated in (e) above, Corps, Army and L. of C. units should be distributed among the various Districts in approximate proportion to the number of Brigades to be found from each, but with particular reference to the occupational characteristics of the inhabitants.

(Ibid, para 1 (f))

The type and number of units to be allotted to each District should be in general relation to -

- (i) the population of each District;
- (ii) the existing militia strength in each District;
- (iii) the number of existing N.P.A.M. units in each District;
- (iv) the desirability that reorganization should be carried out with the smallest possible number of units being abolished or converted into other units.

(Ibid, para 2 (b))

Divisional units that are not organized on the basis of one unit per Brigade, together with such Corps units as are organized on the basis of one unit per Division should, so far as other considerations permit, be allotted to the various Districts so that the localities from which each three Infantry Brigades are found will also furnish the additional units to make up the Division. This distribution would have both training and administrative advantages over a distribution in which the units are allotted with regard only to the existing units, population, etc. in each District.

(Ibid: para 2 (d))

24. In addition, it was ruled that the two cavalry brigades were to be found one from Eastern and one from Western Canada (ibid: para 1 (b)) and that the two fortress garrisons (Halifax and Esquimalt) would be found from militia units located at, or in the vicinity of, the appropriate fortress area (ibid: para 1 (h)).

Further Consideration of Reorganization by the Government

25. In 1933, while this planning was going on, the question of reorganization received the indirect attention of the Government for a second time, when the figures for effective strength of the Canadian land forces came up for revision. This revision was made necessary by a draft Convention proposed by the United Kingdom, whose effect on Canada was to require inclusion of the strengths of the Royal Canadian Mounted Police and of the Royal Military College of Canada in the figures submitted for the total strength of her land forces. The strength set for these two bodies was 3301, so that the figure for total effectives in the ground forces to be submitted by the Canadian delegation was increased from 17,500 (para 10 above) to 20,801 ("Memorandum on Limitation of the Effectives of the Land, Sea and Air Forces of Canada" pp 1, 3 and 4).

26. On 14 Jun 33, the revised figure of 20,801 was reviewed by a committee of the Cabinet, composed of Sir George H. Perley, who was the acting Prime Minister, Mr. C.H. Cahan and Dr. D.M. Sutherland. Discussion touched on reorganization of the N.A.P.M. when the C.G.S. made it clear that insertion of this figure in the Convention for the Reduction and Limitation of Armaments would eventually require the peace establishment of the N.P.A.M. to be adjusted to agree. One of the major difficulties in the way of reorganization was epitomized by Sir George when he asked what would happen to The Bruce Regiment in the event of reorganization.* The committee did agree to accept the figure as submitted, but no decision was given as to consequent reorganization of the N.P.A.M. ((H.S.) 112.1 (D70), Book "A": "Cabinet Committee Meeting" 14 Jun 33 (at Flag 23).).

27. Next day, Sir George Perley had a further discussion with Maj-Gen McNaughton, during which the C.G.S. records Sir George as saying:

...that he felt that the figures which had been proposed by Dr. Skelton's Committee and which were discussed at the meeting on the 14th June, were sound and should be accepted; that he was convinced of the necessity of the reorganization and reduction of the Canadian Land Force establishments which would be necessary in consequence of these figures being inserted in the Convention; that he felt that it would be necessary to proceed gradually with any reorganization which might be decided upon; that our instructions to the Canadian Advisory Officer at Geneva should ensure that any

* It may be of interest to note that this unit was ultimately converted to artillery (Appx "E").

necessary reservation accordingly should be made.

(Ibid: C.G.S. to Skelton,
15 Jun 33)

28. On 20 Jul 33 Sir George Perley, as acting Secretary of State for External Affairs, wrote to Dr. W.A. Riddell, the Canadian representative in Geneva, observing that the figure of 20,801 was set for the number of average daily effectives which was not to be exceeded in the land forces of Canada. The final paragraph touched on possible reorganization of the N.P.A.M.

The above figures may entail a reorganization of the Canadian defence forces. This cannot be accomplished suddenly but must be proceeded with gradually. In submitting our figures, therefore, you are requested to make it clear that the numerical objective which they represent can only be reached over a period of years. In this connection it is considered that the present provisions in the United Kingdom text governing length of period during which reductions are to be made in the land armed forces are satisfactory, namely, by the end of the second year from the coming into force of the Convention, 30% of the total reduction required; by the end of the fourth year, 75% of the total reduction required; by the end of the fifth year, 100% of the total reduction required.

(H.Q.S. 5902, vol 2: Perley
to Riddell, 20 Jul 33)

29. While no Government approval had yet been given to reorganization of the N.P.A.M., the project had at least not been rejected out of hand. It was possible for the C.G.S. to continue planning for ultimate reorganization and to carry on the process of educating the senior officers of the N.P.A.M. to accept the changes voluntarily.

Planning to 20 Dec 34

30. During the latter part of 1933 and the whole of 1934, further progress was made in the development of the outline plan for reorganization. The subject was considered by D.O.Cs. in consultation with senior officers of the N.P.A.M. under their command, by individual Service Associations and by the Conference of Defence Associations. The result was the production, in November of 1933, of a revised version of the scheme, and the notification of further amendments in December 1934.

33. At the beginning of this period, on 7 Oct 33, the basis of planning within the Military Districts was slightly broadened when each D.O.C. was instructed to

brief senior officers of the N.P.A.M. within his District to the limit of the material provided in the letter of 21 Feb 33 (para 16 above). Reports on the resultant meetings were to be received by N.D.H.Q. at the beginning of November 1933 (ibid: C.G.S. to D.O.Cs., 7 Oct 33). These reports (ibid: "Important notes contained in replies from D.O.Cs. in connection with meeting of officers re-Organ N.P.A.M., as called for by H.Q.S. 5902, vol 2 of 7th Oct, 1933") indicated general acceptance of the scheme, and a fine public spirit in the officers of the N.P.A.M. Several constructive suggestions were made, including the recommendation that planning be carried out slowly and carefully, and that conflicting demands of training and re-equipment be carefully balanced. In addition, the Districts pointed out that special requirements for accommodation would be created by conversion of units, that the names of units should be retained as far as possible, and that, in conversion of units, the new unit should be selected with the recruiting potential of the old unit's area in mind. M.D. No. 2 and M.D. No. 4 showed limited enthusiasm for the scheme, the former challenging the fundamental reasons for a change in the N.P.A.M. as listed by the C.G.S. in his memorandum to the Minister (paras 5 to 8 above). Both Districts, however, finally passed resolutions supporting the scheme in principle.

32. On 25 Oct 33, a copy of the "Scheme for the Reorganization of the Canadian Militia" was sent to each D.O.C. for study (ibid, vol 3: C.G.S. to D.O.Cs., 25 Oct 33). Comments on the proposed distribution of units were to reach N.D.H.Q. by 20 Nov, immediately after the 1933 meeting of the Conference of Defence Associations. These comments, as it proved (para 38 below), were to be used in preparation of a revision of the original tentative distribution of N.P.A.M. units under the Scheme.

33. This step, while important in the evolution of the outline plan, was not so significant as one which was taken shortly after -- the presentation of the Scheme to the Conference of Defence Associations at its annual meeting on 17 and 18 Nov 33. Here the general principles followed in the distribution of units were carefully discussed and some amendments were suggested.

34. Two letters show the influence of the General Staff in ensuring that discussion of reorganization by the Conference was not allowed to lapse. The first of these was a letter from Maj-Gen McNaughton to Lt-Col A.W. Beament, V.D., Honorary Secretary-Treasurer of the Conference, in which the C.G.S. stated that a plan for reorganization had been worked out, and that a meeting of the Conference should be called in the latter part of November 1933 to consider this plan (ibid, vol 2: McNaughton to Beament, 6 Sep 33). Later, on 11 Oct 33, Lt-Col H.D.G. Crerar, D.S.O., then a G.S.O. I in the Directorate of Military Operations and Intelligence (D.M.O. & I.), sent copies of the paper "The Present Military Requirements of Canada" to the Secretary for distribution to the

delegates attending the Conference (ibid: Crerar to Beament, 11 Oct 33). This paper must have been intended to provide background information only, for there is no doubt, from references made during the meeting of the Conference, that the text of the "Scheme for Reorganization of the Canadian Militia" was in the hands of certain delegates at least during the meeting (ibid, vol 3: "Minutes of 2nd Meeting of the Conference of Defence Associations, 17 and 18 Nov 33", pp 19, 22, 25).

35. Lt-Col G.A. Drew was chairman of the meeting. In his opening remarks, he described the plan of the General Staff as the fruit of the resolution passed by the Conference in 1932 (ibid: p. 10). This presentation, while not strictly accurate (para 5 above), indicated the close association with reorganization which the Conference was developing. Discussion of the plan was kept from bogging in detail by the emphasis which the C.G.S. placed on the necessity of getting correct general principles worked out at this stage (ibid: p. 13), and by the happy device of having the representatives of the individual Service Associations present written comments on the detailed plan in two copies, one of which was to go to the General Staff (ibid: p.18).

36. Thus freed from pre-occupation with detail, the meeting proceeded to consider the broader aspects of the scheme. The representatives of the Infantry and Cavalry Associations made it clear that the plan was not going to be received without criticism, and they were the prime movers in the framing of the resolution which was finally adopted.

"Be it resolved that this Conference approves of the reorganization of the Militia of Canada on the basis of six divisions and ancillary troops, as laid down in Part I of the General Staff Memorandum, with the proviso:

- (a) that greater consideration be given to distribution in accordance with the existing strength of units rather than on a basis of population; *
- (b) the claim of Western Canada to the allocation of a higher general proportion of cavalry units to be given consideration; and
- (c) that, in the case of Cavalry and Infantry, the application of this reorganization be delayed, with the exception of units volunteering to be converted, or inefficient

* See para 23.

units to be disbanded, until after the next general meeting of their Association".

(Ibid: p. 32)

37. Toward the end of the session, Maj-Gen McNaughton spoke at some length on the changes in the command and administrative arrangements which were to be associated with the scheme at a later date (ibid: pp 33, 34). The proposed division of Canada into Areas, and the changes in the boundaries of some of the Military Districts were part of this aspect of the plan. These details, however, were not implemented (para 42 below) and they are only mentioned as indicating a limit placed by events on the complete realization of the changes which were proposed.

38. On conclusion of the meeting, the General Staff collated the comments of the D.O.Cs., the Service Associations and the Conference of Defence Associations, producing a series of tables for each Arm and Service. These tables showed the original allocation and the associated comments (H.Q.S. 5902, vol 3: F.Ds. 1 to 4). The first revision of the scheme was evolved from this study. It was named, for a reason not immediately apparent, "Scheme for the Reorganization of the Canadian Militia -- Second Revise"* (ibid: "Scheme for the Reorganization of the Canadian Militia -- Second Revise", 29 Nov 33).

39. The two principal changes in the Scheme which were reflected in this document both resulted from the resolution of the Conference of Defence Associations (para 36 above), this resolution having attracted support among the D.O.Cs. and at N.D.H.Q. (ibid, F.D. 1: Comments of A.G., D.E.O.S., D.O.Cs. of M.Ds. 2 and 3). To satisfy the demand that units be distributed more in proportion to militia strength than to population, three additional unbrigaded infantry battalions were allotted to each of M.Ds. 1, 2 and 3. This device neatly avoided the political difficulties inherent in the more thoroughgoing solution of transferring infantry battalions from Quebec to Ontario, but loaded the scheme with more infantry units than were required. It was suggested in the covering letter under which the amended Scheme was sent to D.O.Cs. (para 41 below), and stated specifically later (para 42 below), that the principle of Militia representation by population had by no means been abandoned, that the allocation of extra battalions was an interim measure only, and that the ultimate objective of the Scheme -- to assign numbers of militia units to each District in proportion to its population -- remained unchanged.

* The text of the document cited indicates that this was, in fact, the first revision.

40. In a similar manner, the claim of Western Canada to the allocation of a greater proportion of the cavalry units was accepted to the extent of allotting one additional unbrigaded cavalry regiment to each of M.Ds. 10, 11, 12 and 13. This concession was also temporary. As in the case of the extra infantry battalions, it represented the interim rather than the ultimate objective of the scheme.

41. These changes, and certain minor amendments to the allocation of units of other Arms and Services, were reflected in a revision of Table "B" of Appendix "III", which was marked "Second Revise". The amended plan was then sent to D.O.Cs. under covering letter dated 29 Nov 33 (H.Q.S. 5902, vol 3: C.G.S. to D.O.Cs., 29 Nov 33). It was planned, also, to send a copy to each of the Service Associations. The plan was described as being still tentative, and submissions from Districts as to conversions, disbandments and so forth were not yet required (*ibid*).

42. During 1934, the scheme was considered by the D.O.Cs. in consultation with senior officers of the N.P.A.M. under their command, and by the various Service Associations. Further amendments resulted from this study, and these were notified to Districts in a letter of 20 Dec 34.

1. With reference to National Defence Headquarters letter numbered as above, and dated 29th November, 1933, I am directed to inform you that in consequence of a resolution passed by the Canadian Infantry Association at its annual meeting in Ottawa, 26th and 27th January, 1934, it has been decided to facilitate the detailed examination of the allocation of units to Military Districts Nos. 1, 2 and 3 by deferring the matter of district boundary revision until such time as the Reorganization Scheme has been implemented*[Italics added].

2. The resolution in question reads as follows:

"BE IT RESOLVED that the Canadian Infantry Association approves a reorganization of the Militia so as to attain an effective strength of six divisions and ancillary troops, one cavalry division and two fortress garrisons.

*Maj-Gen McNaughton stated that opposition to boundary changes at this time stemmed from the fact that C.Os. of units transferred from one District to another were afraid that they would not get a fair deal from their new commander (*ibid*, vol 4: "Minutes of Third Meeting of Conference of Defence Associations, 16 & 17 Nov 35", p. 6)

"The Infantry Association approves of the following procedure in connection with the required organization:

(a) That district boundaries should remain as at present for the purpose of consideration of reorganization.

(b) That the general allocation of units to particular districts should now be transmitted to D.Os. C. concerned for detailed discussion with their unit commanders and with the respective District Branch Associations with a view to the submission of definite detailed proposals to N.D.H.Q. In this connection, in view of the local difficulty presented by the re-allocation of units between Districts 1, 2 and 3, the Infantry Association recommend that this matter be referred to a meeting of representatives of the three Branch Associations concerned as soon as N.D.H.Q. shall be in a position to submit a revised draft allocation of units.

"The principle giving every efficient infantry unit an opportunity to be continued in its present or some alternate form is approved."

3. As a consequence of this resolution and those of other service associations, prior to the meetings of which it was considered inadvisable to initiate a further development of the scheme, it has been necessary to recast Table "B" (Second Revise) a copy of which so amended is attached hereto. It will be noted that the principal changes comprise:

(a) Reallotment of the 9 "interim" infantry battalions formerly allotted equally among Military Districts Nos. 1, 2 and 3, in order to compensate districts in which the present strength of infantry battalions has been increased as a result of the decision to defer the revision of district boundaries. It will be noted that these interim battalions have been re-allotted as follows:

M.D. No. 1	-	1
M.D. No. 2	-	5
M.D. No. 3	-	2
M.D. No. 10	-	1

4. It is to be noted that these proposals are as yet provisional and that they are designed, so far as infantry and cavalry are

concerned, to achieve the "interim" as opposed to the "ultimate" objective of the Scheme for the Reorganization of the Canadian Militia.

5. I am to request that in consultation with unit commanders, and in Military Districts Nos. 1, 2 and 3 with the District Branch Infantry Association, you study the attached proposals and that you submit your comments thereon at your early convenience.

6. I am further to add that when all comments have been received and duly considered, the Scheme for the Reorganization of the Canadian Militia will be issued as a Third Revise....

(Ibid, vol 4: C.G.S. to D.O.Cs., 20 Dec 34)

The Final Outline Plan

43. In dealing with the preparation of the final District quotas, it becomes necessary to forsake, for a time, the chronological presentation which has been used up to this point. Preparation of these final quotas was begun around the middle of April 1936 (ibid: D.M.O. & I. to M.G.O., Q.M.G. and A.G., 15 Apr 36 (F.D. 17)) and they were issued to the Districts during the last week of June in the same year (ibid: C.G.S. to D.O.Cs., 30 Jun 36). During the time between 20 Dec 34 and April 1936, a good deal of work was done in implementing those parts of the plan on which firm decisions had already been made (paras 49 to 53 below), but the plan, in its most important and controversial aspects, lay fallow.* Then, in the first quarter of 1936, intimation was received that approval of reorganization was imminent (para 54-56 below), and final details of the outline plan were quickly worked out, to make it possible for Districts to prepare their detailed plans as soon as possible after reorganization was authorized.

44. Amendments reflected in the final outline plan had been made necessary by changes in British organization, and by the fact that part of the reorganization had already been completed (ibid, F.D. 17: D.M.O. & I. to M.G.O., Q.M.G., A.G., 15 Apr 36; also remarks in the Tables attached to this memo). The resulting effect on the allocation of cavalry, field artillery and infantry units will be shown in some detail in the following paragraphs. Other Arms, and the Services, will be dealt with generally.

*1935 was an election year and Maj-Gen McNaughton was anxious to avoid having reorganization become a political issue (ibid: "Minutes of Third Meeting of Conference of Defence Associations, 16 & 17 Nov 35", p. 6).

45. In the case of the Cavalry, three units had already been disbanded, one armoured car regiment had been formed from a motor machine gun brigade, and a further eight units had been reduced to four by amalgamation (ibid, F.D. 17: Table for Cavalry and Armoured Car Regiments)*. Thus one of the deficient armoured car units had been formed, and the surplus of cavalry units reduced by seven. In the final table, five headquarters of a cavalry brigade (one of them "interim") were allotted, so that the cavalry units were distributed as shown in Appendix "A".

46. Little had been done by way of reorganizing the Field Artillery, one battery (39 Fd Bty) only having been authorized to organize, but the British decision to convert light artillery brigades into mechanized army field brigades made it necessary to delete three 3.7 howitzer batteries from the allocation of each District which had been given a light brigade, and to substitute two 18-pr batteries and two 4.5-in howitzer batteries (ibid: Table for Field Artillery). In addition, as with the Cavalry, headquarters of the artillery brigades were allotted (ibid). The formations commanded by these headquarters were originally planned to be of two types, one containing one 4.5-in howitzer battery plus three 18-pr batteries, the other containing two 4.5-in howitzer batteries and two 18-pr batteries (ibid). On the suggestion of Col G.R. Pearkes, V.C., D.S.O., M.C., who was then Director of Military Training and Staff Duties, this idea was dropped, and the decision was taken to organize all field brigades on the basis of one 4.5-in howitzer and three 18-pr batteries (H.Q.S. 5902, vol 4: Memoranda at top folios of F.D. 17). The detailed allocation of field artillery was as shown in Appendix "B".

47. Allocation of units of Infantry, Tanks and Machine Guns was influenced both by the reorganization already completed and by the changes in British organization. Four units had been disbanded, two amalgamated and one (that mentioned in para 45 above) converted to an armoured car unit (ibid, F.D. 17: Table for Infantry, Tanks & Machine Guns)*. In addition, the War Office decision that infantry brigades were to consist of three infantry battalions and one machine gun battalion had made important changes necessary in the allocation of infantry and machine gun units (ibid). These developments were to result in the disappearance of the Canadian Machine Gun Corps (ibid), a change recommended by the Canadian Machine Gun Corps Association (ibid: "Minutes of the Fourth Meeting of the Conference of Defence Associations, 14/15 Feb 36", pp 5-14, 27-29 and 31). There was, however, to be an important increase in the number of machine gun units, since one extra battalion per infantry division (six in all) was retained additional to the 18 required to complete the infantry brigade organizations. The final allocation is shown in Appendix "C".

* See G.O. 33/36 and Appx "D" for details

48. Royal Canadian Ordnance Corps and Royal Canadian Army Service Corps units were distributed provisionally, the intention being to issue final allocations when new British establishments, based on a proposed reorganization, had been received (ibid, F.D. 17: Tables for Supply and Transport and Ordnance Units). No table was prepared for signals units, since the reorganization of that corps had been completed (para 52 below). Col Pearkes proposed that a proportion of the cavalry regiments to be retained should be organized on a mechanized basis, and shown separately from the horsed cavalry (ibid: D.M.T. & S.D. to D.M.O. & I., 27 Apr 36), but this proposal was not considered at the time because of the urgent need for final allocations (ibid: D.M.O. & I. to D.M.T. & S.D., 2 May 36). However two cavalry regiments were "mechanized" in 1938 (para 59^b below). Some "interim" units, both Cavalry and Infantry, were dispensed with. The reduction of existing cavalry regiments from four to two in M.D. No. 13 (ibid: Table for Cavalry and Armoured Car Regiments) had been accomplished without use of the "interim" regiment, reducing units of this type to three (para 40 refers). In addition, the allotment of "interim" infantry battalions was to be reduced by six -- the number of unbrigaded machine gun battalions retained (ibid: Table for Infantry, Tanks and Machine Guns).^{*} Finally the allotment of infantry units to M.D. No. 2 was the subject of some discussion, which is summarized in a memorandum of D.M.O. & I. to the C.G.S. (ibid: D.M.O. & I. to C.G.S., 28 May 36). On 2 Jun 36 the C.G.S., Maj-Gen Ashton, approved the final allocations (ibid: Signature of C.G.S. on each Table), which were issued to Districts at the end of the month (ibid: C.G.S. to D.O.Cs., 30 Jun 36), with instructions that detailed plans were to be submitted as soon as possible.

PARTIAL IMPLEMENTATION OF THE SCHEME

49. By June 1936, when the Districts received authority to begin the last stage of the preparation of their detailed plans, certain units had already been reorganized. These units fell into three categories -- inactive and inefficient units, units which agreed to the

^{*}Originally, there were nine "interim" infantry battalions (para 39 above). The proposed reduction should have left three, but, in fact, it left four (Appx "C"). The fact that, in the quotas, brigaded machine gun battalions were not distinguished from unbrigaded units makes it difficult to explain this discrepancy. However, in the Table referred to above, M.D. No. 3 was to be allotted two "interim" infantry battalions and also an unbrigaded machine gun battalion from M.D. 5 or 6. If this latter unit was additional to one already allotted (a fact which cannot be established to complete satisfaction) then the allotment of two unbrigaded machine gun battalions should have ~~been~~ cancelled that of the two "interim" infantry battalions. In fact, however, it only cancelled one (Appx "C"). This may explain the extra "interim" unit in the total.

changes proposed, and signals and postal units. The reorganization of the units within each of these classes will be covered in the paragraphs which follow.

50. Work on clearing away the inactive units which cluttered the N.P.A.M. began in 1933, when Maj-Gen McNaughton sent the Adjutant-General (then Maj-Gen A.H. Bell, C.M.G., D.S.O.) a memorandum requesting that a list of inefficient and inactive units be prepared for consideration as to their disposal (*ibid*, vol 2: C.G.S. to A.G., 30 Nov 33). Response to the A.G.'s letter, which went out on 21 Dec 33 (*ibid*: A.G. to D.O.Cs., 21 Dec 33), was not voluminous. A list was finally prepared, however, (*ibid*, vol 4: A.G. to Q.M.G., C.G.S., 30 Jan 35) and this list, as amended, formed the basis of G.O. 33 of 1936, which authorized the disbandment of 13 units, with effect 1 Feb 36.

51. Conversions and amalgamations authorized prior to June 1936 had all been agreed to by the units concerned. A preliminary step had been taken on 18 Mar 35, when all Districts were requested to submit recommendations for reorganization of units under their command, action at this stage to be taken only on recommended amalgamations and conversions which were desired by the units concerned (*ibid*: C.G.S. to D.O.Cs. of M.Ds. 1, 4, 5, 6, 7, 11, 12 & 13, 18 Mar 35). The allocation of units shown in Table "B", Appendix III (Second Revise), as notified in the letter to D.O.Cs. dated 20 Dec 34 (para 42 above) was to be taken as guide. In consequence of the recommendations received, the reorganization shown in Appendix "D" was completed.

52. The same letter stated that D.O.Cs. would soon be requested to submit definite recommendations for reorganizing units of the Canadian Corps of Signals within their Districts. On 28 Mar a circular letter was sent to all D.O.Cs. asking for "your detailed and definite recommendations for the organization of the Canadian Corps of Signals units as allotted in Table "B", Appx III (Second Revise) as amended to 20th December 1934" (*ibid*: A.G. to D.O.Cs. 29 Mar 35, para 3). A draft General Order setting out the new distribution of signals units was prepared before the turn of the year (H.Q. 79-1-22, vol 4: A.G. to Q.M.G., C.G.S., D.M., 11 Dec 35), but promulgation was delayed by violent opposition of a group of signals officers in Winnipeg, who objected to the allocation of a Divisional Signals to Ottawa instead of Winnipeg, and anlisted political influence in support of

*Although M.Ds. 2, 3, and 10 are not included in the addressees of the letter on file, there is little doubt that they got copies and no doubt that they received a further letter of 15 Jul which paraphrased the letter of 18 Mar (H.Q. 6000, 6001, 6006, vol 1 (in each case): Receipts by D.O.Cs. for letter from C.G.S. of 15 Jul 35).

their campaign.* The Order was finally promulgated as G.O. 54 of 1936, effective 31 Mar/1 Apr 35 (dates of disbandment and reorganization respectively), but implementation in respect to M.D. No. 10 was delayed (*ibid*: Tel Org 612, A.G. to D.O.C. of M.D. No. 10, 14 May 36) as a result of further opposition from Winnipeg, and it was not until 7 Jul 36 that the Minister authorized reorganization of signals units in this District to be carried out (*ibid*, vol 5: C.G.S. to M.N.D., 22 Jun 36; C.G.S. to A.G., 7 Jul 36). G.O. 54 of 1936 was amended in certain minor details by G.O. 171 of 1938.

53. Reorganization of the Canadian Postal Corps had previously been approved by G.O. 45 of 1935, effective 1 Apr 35.

THE DETAILED PLAN AND IMPLEMENTATION OF THE SCHEME

Government Approval of Reorganization

54. In 1935 changes took place in the principal figures associated with reorganization of the N.P.A.M. On 1 Jun, Maj-Gen Ashton replaced Maj-Gen McNaughton as Chief of the General Staff. Later in the same year, Mr. Ian A. Mackenzie became Minister of National Defence in the Liberal government which took office in October 1935. The new C.G.S. began pressing for approval of reorganization at the turn of the year. On 5 Dec, he submitted a memorandum to the Minister ((H.S.) 112.3M2009 (D47): "Memorandum on the Scheme for Reorganization of the Canadian Militia", 5 Dec 36) recommending that authority be granted to proceed with reorganization. The first paragraph recalled that the C.G.S. had recommended, a fortnight or so previously, that "authority to implement the scheme was a matter of urgency" (*ibid*: para 1).

55. A press release dated 15 Dec 36 states: "On December 4, 1935, a report was laid before the Minister, containing a suggested scheme for reorganization. The Minister thereupon gave instructions to proceed" (H.C.S. 5902, vol 4: Press clipping Defence Forces Consolidated in New System from The Gazette, Montreal, 16 Dec 36). However, the ministerial authority apparently extended only to a continuation of the programme of voluntary conversions and amalgamations which was then in progress (para 51 above), for it was not until the middle of April 1936 that final planning began, "in view of the possibility of the Scheme for Reorganization of the Canadian Militia receiving approval in the near future" (*ibid*, F.D. 17: D.M. O. & I. to H.G.O., C.M.G., A.G., 15 Apr 36). Government approval was notified in the covering letter under which final quotas were sent to the Districts (H.C. 5999 to 6009 inclusive, vol 2 (in each case): C.G.S. to D.O.Cs., 30 Jun 36).

*The violent controversy over this issue is reflected in numerous memoranda and letters on file in H.C. 79-1-22, vols 4 & 5.

Detailed Planning by the Military Districts

56. Two annexures were enclosed with this letter. The first, Annexure "A", showed each D.O.C. the future allotment of N.P.A.M. units for his District only.* Contrary to former practice, the allotments made to each District were not shown to all Districts. The second Annexure, Annexure "B", also applied only to the District to which the copy of the circular letter was addressed. It recapitulated, for each D.O.C., the recommendations which he had made to date as to the disposal of N.P.A.M. units within his District. The idea was for each D.O.C. to amend Annexure "B", within the limits placed by the quotas shown in Annexure "A", and return the former to N.D.H.Q. for approval, as the final detailed plan for his District.

57. The letter further stated that it was still most important for units to agree to accept the proposed changes. In cases where it proved impossible to obtain agreement, D.O.Cs. were to submit full reasons for a compulsory change. In addition, D.O.Cs. were warned to guard against the tendency to centralize units, particularly cavalry and infantry units, in the larger towns and cities. "Interim" cavalry and infantry units were to be retained only if it was found to be "impracticable to carry out the full reduction at once".

58. Thus provided with reasonably firm quotas of units, the D.O.Cs. began the unenviable task of preparing detailed plans for the reorganization of the N.P.A.M. in their Districts. As we have seen (para 52), a scheme for the reorganization of signals units had already been authorized by G.O. 54 of 1936, and implementation of the plan was under way except in M.D. No. 10. In most Districts, disbandment of inactive and inefficient units had been authorized (G.O. 33/36), and a number of conversions and amalgamations had been approved with concurrence of the units concerned (Appx "D"). There now remained the task of planning the disposal of the remaining units. This was a most difficult assignment - complicated by delicate political issues, and by the fact that practically every proposal was contingent on other proposals, so that a change in one respect involved a lengthy series of related changes. Other formidable factors had to be considered in planning. These involved accommodation, provision of equipment, expense, questions of designation and perpetuation, disposal of officers, possibility of recruiting for new units and so forth. However, a good deal of thought had already been given to the problem, and, in most Districts, something had already been accomplished.

*In the case of the Cavalry, Field Artillery and Infantry, Tanks and Machine Guns, the allotments are the same as those shown in Appendices "A", "B" and "C". The only exception is the Infantry of M.D. No. 6 (see note (4) to Appx "C").

59. It is not possible, within the limits assigned to this Report, to trace in any detail the development of the final District plans. So many alternatives were considered before final arrangements were approved, that the record of the planning in any one District would in itself constitute a substantial document. In addition, the importance of the changes which attended reorganization varied from corps to corps. The most important and sweeping changes were made in the Cavalry, the Artillery and the Infantry (including tank and machine gun units). Other Arms and all of the Services, were not so vitally affected, in the sense that there was not the same requirement for great reductions or increases in the numbers of units in existence. The following record of the final plan will therefore present only the situation before and after reorganization, and this only in respect of the Arms most affected -- the Cavalry, the Artillery (limited here to Field Artillery) and the Infantry.

60. The development of the District plans is well documented (H.Q. 5999, vols 1 & 2 (M.D. No. 1); H.Q. 6000, vols 1, 2 & 3 (M.D. No. 2); H.Q. 6001, vols 1 & 2 (M.D. No. 3); H.Q. 6002, vols 1 & 2 (M.D. No. 4); H.Q. 6003, vols 1 & 2 (M.D. No. 5); H.Q. 6004, vols 1 & 2 (M.D. No. 6); H.Q. 6005, vols 1 & 2 (M.D. No. 7); H.Q. 6006, vols 1 & 2 (M.D. No. 10); H.Q. 6007, vols 1 & 2 (M.D. No. 11); H.Q. 6008, vols 1 & 2 (M.D. No. 12); H.Q. 6009, vols 1 & 2 (M.D. No. 13)) information being available on most of the proposals and counter-proposals which were considered. In each case, the master record is the final copy of the Annexure "B"* which the D.O.Cs. returned as the final detailed plans for their Districts (para 54 above). These documents form the basis of the Tables at Appendices "E" to "P" which show the effect of reorganization on units of the Cavalry, Field Artillery and Infantry (including Tanks and Machine Guns) in each District. However the record provided by each Annexure "B" is limited in two respects. In the first place, the list of existing units was corrected to 1 Jun 36, and units which had changed or disappeared, in the implementation of the reorganization scheme prior to that date, are not shown. In addition, there are some differences in designation, location and so forth between the units listed "after reorganization" and those actually authorized by General Orders. Finally changes made after January of 1937 are not shown. In the Tables, on the other hand, all units of Cavalry, Field Artillery, Infantry and Machine Guns in existence prior to reorganization are shown, and the list of units "after reorganization" has been corrected to conform to the appropriate General Order, and extended to 1938. Each change so made is supported by reference to the General Order on which it is based.

*To be found in vol 2 of each of the files cited above.

61. Reorganization of the Cavalry achieved the pattern set in Table "B" (Third Revise) as shown in Appendix "A" to this Report. 35 units were reduced to 20, four of these latter being armoured car regiments and three being "interim" regiments of horsed cavalry. The first of the Cavalry units to be affected was The Border Horse in M.D. No. 10. This unit was "disbanded for amalgamation" with the 12th Manitoba Dragoons by G.O. 30, dated 15 Mar 35 and effective 31 Jan 35. The list of cavalry units before reorganization in Appendix "E" to "P" is therefore correct as of 30 Jan 35, since The Border Horse is included. 1st Armoured Car Regiment is not shown in this list, though a case could be made for its inclusion.* The final change recorded is the "mechanization" of the 7th/11th Hussars and the 8th Princess Louise's New Brunswick Hussars, of M.Ds. 5 and 7 respectively, under authority of G.O. 181, dated 15 Dec 37 and effective the same date. "Mechanization" of these two units left 14 horsed cavalry regiments, two regiments of mechanized cavalry and four armoured car regiments in the N.P.A.M.

62. In the case of the Field Artillery, reorganization failed to achieve the quotas of batteries set for some Districts in Table "B" (Third Revise) as shown in Appendix "B" to this Report. M.D. No. 2 fell six batteries short of its allotment (Appx "F"). M.Ds. 5 and 11 failed by five and four batteries respectively to fill their quotas (Appx "J" & "N"). Thus 110 batteries were formed instead of the 125 planned for. This figure of 110 field batteries was reduced by seven on conversion to coast artillery of 16 Fd Bde, less 83 Fd Bty, in M.D. No. 6 (Appx "K") and of 15 Fd Bde in M.D. No. 11 (Appx "N"). As a result of these changes, 103 field batteries were in existence as of 15 Jun 38, the effective date of the last conversion mentioned.

63. Totals of field batteries in existence before reorganization differ considerably in the various sources available. This lack of agreement is explained by the fact that there were several categories of batteries in being during that period, and the total given in any particular list, in consequence, depended on the categories selected for inclusion. In Appendices "E" to "P", 69 field batteries are listed in the columns "Units before Reorganization". This figure derives from the total which each District showed in its Annexure "B", and includes 39 Fd Bty of 18 Fd Bde (Appx "P") and 43 Fd Bty of 11 Fd Bde (Appx "E"), both of which are shown, on page 165 of the Defence Forces List, 1935: Part I, as "not organized".** The first Table on page 164 of the Defence Forces List, 1935: Part I omits two unbrigaded batteries (59 and 62 Fd Btys) which are shown by M.Ds. 10 and 13 respectively (Appx "M" & "P"). It includes six "not organized" batteries (48, 49, 63, 65, 67 and 74 Fd Btys) which are not shown by

*See Note (1) to Appx "H"

**See Note (1) to Appx "E" for remarks about the status of 43 Bd Bty.

the Districts, in addition to 39 and 43 Fd Btys which are shown by the Districts, and also includes two batteries (56 and 64 Fd Btys) of 7 and 17 Fd Bdes respectively which are not shown by M.Ds. 1 and 12 (Appx "E" and "O"). As a result, this Table shows 75 field batteries, six more than the total given by the Districts. The second Table on the same page of this source omits 39 and 43 Fd Btys, but shows 56 and 64 Fd Btys, so that its total - 69 - agrees with that given by the Districts.

64. In 1938, the Deputy Minister stated that 67 field batteries had been in existence prior to reorganization ((H.S.) 136.045(D1), "Reorg - Cdn Militia, 1936": D.M. to C.P. Stacey, 18 May 38). The basis of calculation is not shown, but this total may have been obtained by subtracting the eight "not organized" batteries from the 75 given in the first Table referred to above. If this be the case, the figure 67 so obtained does not include the two unbrigaded batteries. A further 17 "not organized" batteries are shown on page 165 of the Defence Forces List, 1935: Part I, additional to the eight "not organized" batteries included in the first Table on page 164. During reorganization, these batteries were all authorized to organize with the exception of three - 49, 50 and 80 Fd Btys (Defence Forces List, 1938: Part I, page 200).

65. Totals of Infantry, Tank and Machine Gun units after reorganization correspond with the allotments given in Table "B" (Third Revise) as shown in Appendix "C", except that M.D. No. 2 did not require its three "interim" infantry battalions, and one additional infantry battalion was allotted to M.D. No. 6. As a result, 59 infantry battalions were in existence after reorganization, one of them - The Brockville Rifles (Appx "G") - being an "interim" battalion. The six tank battalions and 26 machine gun battalions shown in the plan were formed as required.

66. The remainder of the story is quickly told. The Royal Canadian Ordnance Corps was reorganized by G.O. 181 of 1936, the Royal Canadian Army Service Corps by G.O. 214 issued in the same year. Two other Corps - the Royal Canadian Army Veterinary Corps and the Royal Canadian Army Medical Corps were also reorganized in 1936, by G.Os. 150 and 213 respectively. In 1937, all reserve units were disbanded, with certain exceptions, by G.O. 3; G.O. 4 authorized Corps Reserves of Officers and Reserve Regimental Depots. In 1937, also, the Canadian Machine Gun Corps was disbanded under authority of G.O. 6. G.O. 25 of 1938 placed all field and medium artillery brigades on mechanized establishments. While the reorganization of 1936 did not produce the type of division used in the Second World War, it did at least produce a force which could find these divisions much more readily than could the N.P.A.M. of the Otter Committee days.

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67.

This Report was prepared by Major H.W. Thomas.

H. W. Thomas Maj
/ov (C.P. Stacey) Colonel
Director Historical Section

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APPENDIX "A"
to Report No. 64

Distribution of N.P.A.M. units [Cavalry] it is
proposed to show in Table B (Third Revise).(1) (see paras 43 to 45)

Serial No.	M.D. No.1		M.D. No.2		M.D. No.3		M.D. No.4		M.D. No.5		M.D. No.6		M.D. No.7		M.D. No.10		M.D. No.11		M.D. No.12		M.D. No.13		Total	
	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F
1 H.Qs. of a cav bde	1	-	1	1	1	-	1	1	1	-	-	-	1	-	1	1	-	-	1	0/1	1	1	9	4/1
2 Cav regts	1	1	4	2	3	1	3	1	1	1	2	1	2	1	4	2/1	2	0/1	4	1/1	2	2	28	13/3
3 Armd C. regts	-	-	-	-	-	-	-	1	-	-	-	1	-	-	1	1	-	1	-	-	-	-	1	4

(H.Q.S. 5902, vol 4, F.D. 17: Table for Cavalry and Armoured Car Regiments)

Notes

- (1) Numbers of F (future) units following oblique strokes refer to "interim" units.
- (2) One regiment for each of the six infantry divisions plus six for the cavalry division and one for a fortress garrison (H.Q.S. 5902, vol 3: C.G.S. to D.O.Cs., 25 Oct 33, Appx "I"). The four "interim" regiments (para 40) had been reduced to three (para 48). Seven surplus regiments had already been disposed of (paras 45, 50 and 51), reducing the P (present) units from 35 to 28.
- (3) Two for the cavalry division and two for the fortress garrisons (H.Q.S. 5902, vol 3: C.G.S. to D.O.Cs., 25 Oct 33, Appx "I"). The one regiment in existence, 2 Armd C. Regt, had been recently formed (paras 45, 47 and Appx "D"). The total for P (present) units should read 2 (see Note (3) to Appx "G").

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APPENDIX "B"
Report No. 64

Distribution of N.P.A.M. units [Field Artillery] it
is proposed to show in Table B (Third Reviso). (see paras 43, 44 and 46)

Serial No.	M.D. No.1		M.D. No.2		M.D. No.3		M.D. No.4		M.D. No.5		M.D. No.6		M.D. No.7		M.D. No.10		M.D. No.11		M.D. No.12		M.D. No.13		Total		
	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	
4 H.Qs. of a fd bde	2	3	2	5	2	3	2	3	1	2	2	2	1	2	1	2	1	3	2	3	3	3	19	31	(1)
Fd btys	5	12	8	20	9	12	8	12	3	8	8	8	4	8	5	8	5	13	5	12	9	12	69	125	(2)

(H.Q.S. 5902, vol 4, F.D. 17: Table for Field
and Light Artillery)

Notes

- (1) Three brigades for each infantry division (18 in all), plus, at Army level, two brigades for each infantry division and one brigade for Army troops.
- (2) One extra battery for the fortress garrison in M.D. No. 11 (H.Q. 6007, vol 2: C.G.S. to D.O.C. M.D. No. 11, 30 Jun 36, Annexure "A"). See para 61 for comments on the number of P (present) batteries.

Distribution of N.P.A.M. units [Infantry, Tanks and Machine Guns] it is proposed to show in Table B (Third Revise). (1) (see paras 43, 44 and 47)

Serial No.	M.D. No.1		M.D. No.2		M.D. No.3		M.D. No.4		M.D. No.5		M.D. No.6(4)		M.D. No.7		M.D. No.10		M.D. No.11		M.D. No.12		M.D. No.13		Total	
	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F	P	F
	40 H.Qs. of inf bdes	3	2	6	3/1	3	2	3	3	2	2	2	1	1	1	1	1	1	1	2	1	2	1	26
41 Rifle bns	13	6	25	9/3	15	6/1	13	9	9	6	9	4	5	3	7	3	9	5	9	3	5	3	119	57/4 (2)
42 M.G. bns	1	3	2	5	1	3	-	3	1	2	1	2	1	1	1	2	1	2	1	1	1	1	11	26 (3)
45 Army tk bns	-	1	-	1	-	1	-	1	-	-	-	-	-	1	-	-	-	-	-	-	-	1	-	6

(H.Q.S. 5902, vol 4, F.D. 17: Table for Infantry, Tanks and Machine Guns)

Notes

- (1) Numbers of F (future) units following an oblique stroke refer to "interim" units.
- (2) Originally, there were to be 77 infantry battalions, 72 of them for the 18 infantry brigades of the six infantry divisions and five for the fortress garrisons (H.Q.S. 5902, vol 3: C.G.S. to D.O.Cs., 25 Oct 33, Appx "I"). The figure of 72 was reduced to 54 by adoption of the War Office decision to have three infantry battalions and one machine gun battalion in each brigade (para 47). Also, on suggestion of Col Pearkes, the five infantry battalions for the fortress garrisons were reduced to three, the other two being changed to machine gun battalions (H.Q.S. 5902, vol 4: Memoranda at top folios of F.D. 17). These changes left a total of 54 + 3 = 57 infantry battalions. See also the footnote to para 48 for comments on the figure four for "interim" units. The number of P (present) infantry battalions had been reduced by four. Three had been disbanded by G.O. 33/36, and one pair amalgamated by G.O. 43/36 (Appx "D").
- (3) 18 for the infantry brigades, six divisional units (para 47) and two for the fortress garrisons. The figure for P (present) machine gun battalions is three less than that shown in the first planning table (H.Q.S. 5902, vol 4, F.D. 17: Table for Infantry, Tanks and Machine Guns, p. 1). 2 Mot M.G. Bde in M.D. No. 10 had been converted to 2 Armd C. Regt by G.O. 22/36, effective 16 Feb 36. In M.D. No. 4, 8 M.G. Bn had been disbanded by G.O. 33/36 effective 1 Feb 36. 1 Mot M.G. Bde was to be converted to 1 Armd C. Regt by G.O. 96, dated 1 Aug 36 and effective 17 Apr 36. The unit was apparently omitted from the P (present) machine gun units, but it was not shown as an armoured car regiment in the P (present) units of that type in M.D. No. 4 (see Note (3) to Appx "A").
- (4) Final allocation to M.D. No. 6 was two headquarters, five battalions and two machine gun battalions (H.Q. 6004, vol 2: C.G.S. to M.D. 6, 30 Jun 36, Annexure "A"), but the documents giving the reasons for this change are not available.

Table of Voluntary Conversions and Amalgamations
Authorized to June 1936 in the Scheme for the
Reorganization of the Canadian Militia.

APPENDIX "D"
to Report No. 64

Serial	Corps	M.D. No.	Units Affected	New Units	G.O. No.	Effective(1) Date	Remarks
1	Cav	5	7th Hussars 11th Hussars	7th/11th Hussars	42/36	31 Mar/1 Apr 36	Amalgamation
2	Cav	10	12th Manitoba Dragoons The Border Horse	12th Manitoba Dragoons	30/35	31 Jan 35	Amalgamation
3	Cav	10	2nd Motor Machine Gun Brigade C.M.G.C.	2nd Armoured Car Regiment	22 and 23 /36	15/16 Feb 36	Conversion
4	Cav	13	15th Canadian Light Horse South Alberta Horse	15th Alberta Light Horse	34/36	15/16 Feb 36	Amalgamation
5	Cav	13	19th Alberta Dragoons Alberta Mounted Rifles	19th Alberta Dragoons	34/36	15/16 Feb 36	Amalgamation
6	Arty	4	6th (Quebec & Levis) Coast Brigade R.C.A.	6th (Quebec & Levis) Medium Brigade R.C.A.	31/36	15/16 Feb 36	Conversion
7	Inf	11	The Irish Fusiliers of Canada The Vancouver Regiment	Irish Fusiliers (Vancouver Regiment)	43/36	31 May/1 Jun 36	Original effective date (16/17 Mar 36) amended by G.O. 55/36.

Note:
(1)

Effective date of disbandment is given, followed by date of reorganization.

REORGANIZATION - M.D. NO. 1

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	9th (Grey's) Horse	-----	Disbanded (G.O. 33/36).
	1st Hussars	1st Hussars	
	-----	-----	
	2 cavalry regiments	1 cavalry regiment	
Field Artillery	H.Q. 7 Fd Bde 12 (London) Fd Bty 55 Fd Bty	H.Q. 7 Fd Bde 12 (London) Fd Bty 55 Fd Bty 48 Fd Bty	Authorized to organize (G.O.145/36).
		26 (Lambton) Fd Bty	Conversion and reorganization of the Lambton R. (G.O. 210/36).
	H.Q. 11 Fd Bde 16 Fd Bty 29 Fd Bty 43 Fd Bty (1)	H.Q. 11 Fd Bde 16 Fd Bty 29 Fd Bty 43 Fd Bty 63 Fd Bty	Authorized to organize from "H.Q." and "B" Coys Wellington R. (G.O. 145/36).
		H.Q. 21 Fd Bde	From "D" Coy Wellington R. (G.O. 117/36).
		97 (Bruce) Fd Bty	From "H.Q." and "B" Coys Bruce R. (G.O. 117/36).
		98 (Bruce) Fd Bty	From "A" Coy Bruce R. (G.O. 117/36).

Notes:

(1) Shown as "not organized" on page 165 of Defence Forces List, 1935: Part I, but on page 177 of the same source, the unit is shown as authorized, organized and provided with a partial slate of officers.

REORGANIZATION - M.D. NO. 1 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Field Artillery (Cont'd)		99 Fd Bty	From "C" Coy Wellington R. (G.O. 117/36).
		100 Fd Bty	G.O. 145/36.
	<u>5 field batteries</u>	<u>12 field batteries</u>	
Infantry, Tanks and Machine Guns	The Canadian Fusiliers (City of London Regiment)	The Canadian Fusiliers (City of London Regiment) (M.G.)	Reorganized and amalgamated with "H.Q." and "A" Coys 2 M.G. Bn (G.Os. 146 & 148/36).
	The Essex Scottish	The Essex Scottish	
	The Scots Fusiliers of Canada	The Scots Fusiliers of Canada	
	The Perth Regiment	The Perth Regiment(M.G.)	Reorganized and amalgamated with "C" Coy 2 M.G. Bn (G.Os. 146 & 148/36).
	The Kent Regiment	The Kent Regiment(M.G.)	Reorganized and amalgamated with "B" Coy 2 M.G. Bn (G.Os. 146 & 148/36).
	The Lambton Regiment	-----	Converted and reorganized as a field battery, a field company and a field park company (G.O. 210/36).
The Bruce Regiment	-----	Disbanded for reorganization as units of artillery (G.Os. 115 & 117/36).	

REORGANIZATION - M.D. NO. 1 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The Huron Regiment	The Middlesex and Huron Regiment	G.O. 105/36.
	The Middlesex Light Infantry		
	The Oxford Rifles	The Oxford Rifles	
	The Wellington Regiment	-----	Disbanded for reorganization as units of artillery (G.Os. 116 & 117/36).
	The Elgin Regiment	The Elgin Regiment	
	The Highland Light Infantry of Canada	The Highland Light Infantry of Canada	
	2nd Machine Gun Battalion C.M.G.C.	-----	Disbanded for amalgamation to form three machine gun battalions (G.O. 148/36).
	-----	The Essex Regiment(Tank)	G.O. 188/36.
	-----	-----	
	13 infantry battalions 1 machine gun battalion	6 infantry battalions 3 machine gun battalions 1 tank battalion	

(H.Q. 5999, vol 2: "Statement
of Reorganization Proposals,
M.D. No. 1," (as of 3 Jul 36))

REORGANIZATION - M.D. NO. 2

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	The Governor General's Body Guard	The Governor General's Horse Guards	G.O. 199/36.
	The Mississauga Horse		
	2nd Dragoons	2nd/10th Dragoons	G.O. 158/36.
	10th Brant Dragoons		
	<u>4 cavalry regiments</u>	<u>2 cavalry regiments</u>	
Field Artillery	H.Q. 3 Fd Bde	H.Q. 3 Fd Bde	
	9 (Toronto) Fd Bty	9 (Toronto) Fd Bty	
	15 Fd Bty	15 Fd Bty	
	30 Fd Bty	30 Fd Bty	
	53 Fd Bty	53 Fd Bty	
	H.Q. 8 Fd Bde	H.Q. 8 Fd Bde	
	10 (St. Catherines) Fd Bty	10 (St. Catherines) Fd Bty	
	11 (Hamilton) Fd Bty	11 (Hamilton) Fd Bty	
	40 Fd Bty	40 Fd Bty	
	54 Fd Bty	54 Fd Bty	
	H.Q. 25 (Norfolk) Fd Bde		
	33 Fd Bty		
	41 Fd Bty		From Norfolk R. (G.O. 189/36).
	42 Fd Bty		
	46 Fd Bty		
	69 Fd Bty		Unbrigaded battery (G.Os. 2 & 4/38).
	102 (Wentworth) Fd Bty		Unbrigaded battery from one company Wentworth R. (G.O. 211/36).
	<u>8 field batteries</u>	<u>14 field batteries</u>	

REORGANIZATION - M.D. NO. 2 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns	1st Battalion, The Queen's Own Rifles of Canada	The Queen's Own Rifles of Canada	G.O. 162/36.
	2nd Battalion, The Queen's Own Rifles of Canada		
	The Royal Grenadiers	The Royal Regiment of Toronto Grenadiers	G.O. 223/36.
	The Toronto Regiment		
	The Royal Hamilton Light Infantry	The Royal Hamilton Light Infantry (Wentworth Regiment)	G.O. 211/36. One company Wentworth R. to form a field battery.
	The Wentworth Regiment		
	The Lincoln Regiment	The Lincoln and Welland Regiment	G.O. 189/36.
	The Lincoln & Welland Regiment		
	The Dufferin Rifles of Canada	The Dufferin and Haldimand Rifles of Canada	G.O. 179/36. With "C" Coy 3 M.G. Bn (G.O. 29/37).
	The Haldimand Rifles		
48th Highlanders of Canada	48th Highlanders of Canada		

REORGANIZATION - M.D. NO. 2 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The Norfolk Regiment of Canada	-----	Converted to a field brigade (G.O. 189/36).
	The Queen's Rangers, 1st American Regiment	The Queen's York Rangers (1st American Regiment) (M.G.)	G.O. 200/36.
	The York Rangers		
	The Argyll and Sutherland Highlanders of Canada (Princess Louise's)	The Argyll and Sutherland Highlanders of Canada (Princess Louise's) (M.G.)	G.O. 200/36. Less "C" Coy 3 M.G. Bn (G.O. 29/37).
	3rd Machine Gun Battalion, C.M.G.C.		
	The Toronto Scottish Regiment	The Toronto Scottish Regiment (M.G.)	Reorganized and amalgamated with "B" and "C" Coys 1 M.G. Bn (G.O. 189/36).
	The Irish Regiment of Canada	The Irish Regiment of Canada (M.G.)	Reorganized and amalgamated with 1 M.G. Bn less "B" and "C" Coys (G.O. 189/36).
	1st Machine Gun Battalion C.M.G.C.	-----	Disbanded for amalgamation to form two machine gun battalions (G.O. 189/36).
	The Ontario Regiment	The Ontario Regiment (Tank)	G.O. 188/36.
	The Grey Regiment	The Grey and Simcoe Foresters	G.O. 163/36.
The Simcoe Foresters			

REORGANIZATION - M.D. NO. 2 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The Peel and Dufferin Regiment	The Lorne Scots (Peel, Dufferin and Halton Regiment)	G.O. 179/36.
	The Lorne Rifles (Scottish)		
	The Sault Ste Marie Regiment	The Sault Ste Marie and Sudbury Regiment (M.G.)	Alq R. less "B", "C" and "D" Coys amalgamated with Sault Ste Marie R. (G.O. 189/36).
	The Algonquin Regiment		
The Northern Pioneers	The Algonquin Regiment	The Northern Pioneers and "B", "C" and "D" Coys Alq R. (G.O. 189/36).	
	<hr/> 25 infantry battalions 2 machine gun battalions	<hr/> 9 infantry battalions 5 machine gun battalions 1 tank battalion	

Note:

The three "interim" infantry battalions allotted to M.D. No. 2 (Appx "C") were not used.

(H.Q. 6000, vol 2: "Statement
of Reorganization Proposals,
M.D. No. 2" (as of 8 Oct 36))

REORGANIZATION - M.D. NO. 3

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	The Princess Louise Dragoon Guards	4th Princess Louise Dragoon Guards	G.O. 159/36.
	4th Hussars of Canada		
	3rd The Prince of Wales Canadian Dragoons	-----	Disbanded for amalgamation with Peterborough Rangers and 4 M.G. Bn as a machine gun battalion (G.O. 201/36).
	<u>3 cavalry regiments</u>	<u>1 cavalry regiment</u>	
Field Artillery	H.Q. 1 Fd Bde 1 (Ottawa) Fd Bty 2 Fd Bty 25 Fd Bty 51 Fd Bty	H.Q. 1 Fd Bde 1 (Ottawa) Fd Bty 2 Fd Bty 25 Fd Bty 51 Fd Bty	
	H.Q. 4 Fd Bde 4 Fd Bty 14 (Midland) Fd Bty	H.Q. 4 Fd Bde 4 Fd Bty 14 (Midland) Fd Bty 56 (Grenville) Fd Bty 45 Fd Bty	Composition of 4 Fd Bde set by G.O. 4/38. From Grenville R. (G.O. 212/36). From Victoria and Haliburton R. (G.O. 212/36).
	H.Q. 9 Fd Bde 3 (Gananoque) Fd Bty 32 (Kingston) Fd Bty 34 Fd Bty	H.Q. 9 Fd Bde 3 (Gananoque) Fd Bty 32 (Kingston) Fd Bty 34 Fd Bty 47 Fd Bty	Composition of 9 Fd Bde set by G.O. 4/38. From "H.Q." & "B" Coys Frontenac R. (G.O. 212/36).
	<u>5 field batteries</u>	<u>12 field batteries</u>	

REORGANIZATION - M.D. NO. 3 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns	The Governor General's Foot Guards	The Governor General's Foot Guards	
	The Cameron Highlanders of Ottawa	The Cameron Highlanders of Ottawa (M.G.)	Reorganized and amalgamated with "B" Coy 4 M.G. Bn (G.O. 201/36).
	The Argyll Light Infantry	The Argyll Light Infantry (Tank)	G.O. 188/36. Restricted to R.H.Q. and two companies.
	The Princess of Wales' Own Regiment	The Princess of Wales' Own Regiment (M.G.)	Reorganized and amalgamated with "A" Coy Frontenac R. and "A" Coy 4 M.G. Bn (G.O. 201/36).
	Le Régiment de Hull	Le Régiment de Hull	
	The Brockvill Rifles	The Brockville Rifles	"interim" battalion.
	The Victoria and Haliburton Regiment	-----	Converted to artillery (G.O. 212/36).
	The Peterborough Rangers	The Prince of Wales Rangers (Peterborough Regiment) (M.G.)	Reorganized and amalgamated with 3 Dragoons and "H.Q." and "C" Coys 4 M.G. Bn (G.O. 201/36).
	The Stormont, Dundas and Glengarry Highlanders	The Stormont, Dundas and Glengarry Highlanders	

REORGANIZATION - M.D. NO. 3 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The Frontenac Regiment	-----	"A" Coy amalgamated with Princess of Wales' Own R. (G.O. 201/36). "H.Q." and "B" Coys converted to artillery (G.O. 212/36). Remainder disbanded.
	The Northumberland Regiment	The Midland Regiment (Northumberland and Durham)	G.O. 212/36.
	The Durham Regiment		
	The Hastings and Prince Edward Regiment	The Hastings and Prince Edward Regiment	
	The Lanark and Renfrew Scottish Regiment (Highlanders)	The Lanark and Renfrew Scottish Regiment (Highlanders)	
	The Grenville Regiment (Lisgar Rifles)	-----	Disbanded for conversion to a field battery of artillery (G.O. 212/36).
	4th Machine Gun Battalion C.M.G.C.	-----	Disbanded for amalgamation to form three machine gun battalions (G.O. 201/36).
	<hr/> 15 infantry battalions 1 machine gun battalion	<hr/> 7 infantry battalions, one of these "interim" 3 machine gun battalions 1 tank battalion	

(H.Q. 6001, vol 2: "Statement of Reorganization Proposals, M.D. No. 3" (as of 14 Aug 36))

REORGANIZATION - M.D. NO. 4

APPENDIX "H"
to Report No. 64

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	13th Scottish Light Dragoons	-----	Disbanded (G.O. 33/36).
	6th Duke of Connaught's Royal Canadian Hussars	6th Duke of Connaught's Royal Canadian Hussars (Armoured Car)	Amalgamated with 1st Armoured Car Regiment (1) (G.O. 203/36).
	17th Duke of York's Royal Canadian Hussars	17th Duke of York's Royal Canadian Hussars	
	The Eastern Townships Mounted Rifles	-----	Reorganized as a field brigade of artillery (G.O. 203/36).
	<u>4 cavalry regiments</u>	<u>1 cavalry regiment</u> <u>1 armoured car regiment</u>	

Note:

(1) This 1st Armoured Car Regiment had a tangled history. It was formed from the 1st Motor Machine Gun Brigade, C.M.G.C. by G.O. 96, dated 1 Aug 36 but effective 17 Apr 36. This effective date was amended to read 1 Oct 35 by G.O. 114, dated 1 Oct 36. It would appear from this that the proper designation of the unit before reorganization was 1st Motor Machine Gun Brigade C.M.G.C., since it was not converted to 1st Armoured Car Regiment until August of 1936, by which time reorganization was well under way.

REORGANIZATION - M.D. NO. 4 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Field Artillery	H.Q. 2 Fd Bde 5(Westmount)Fd Bty 7(Montreal)Fd Bty 27 Fd Bty 66 Fd Bty	H.Q. 2 Fd Bde 5(Westmount)Fd Bty 7(Montreal)Fd Bty 27 Fd Bty 66 Fd Bty	
	H.Q. 6 Fd Bde 24(Shefford)Fd Bty 35 Fd Bty 79 Fd Bty 81 Fd Bty	H.Q. 6 Fd Bde 24(Shefford) Fd Bty 35 Fd Bty 79 Fd Bty 81 Fd Bty	
		H.Q. 27 Fd Bde 72 Fd Bty 73 Fd Bty 74 Fd Bty 75 Fd Bty	From E.T.M.R. (G.O. 203/36).
	<u>8 field batteries</u>	<u>12 Field batteries</u>	
Infantry, Tanks and Machine Guns	The Irish Canadian Rangers	-----	Disbanded (G.O. 33/36).
	8th Machine Gun Battalion, C.M.G.C.	-----	Disbanded (G.O. 33/36).
	1st Battalion, The Black Watch (Royal Highland Regiment) of Canada	1st Battalion, The Black Watch (Royal Highland Regiment) of Canada	

REORGANIZATION - M.D. NO. 4 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	2nd Battalion, The Black Watch (Royal Highland Regiment) of Canada	2nd Battalion, The Black Watch (Royal Highland Regiment) of Canada	
	The Canadian Grenadier Guards	The Canadian Grenadier Guards	
	Les Fusiliers Mont-Royal	Les Fusiliers Mont-Royal	
	The Royal Montreal Regiment	The Royal Montreal Regiment (M.G.)	Redesignated (G.O. 164/36).
	Le Régiment de Maisonneuve	Le Régiment de Maisonneuve	
	Le Régiment de St Hyacinthe	Le Régiment de St Hyacinthe	
	Les Fusiliers de Sherbrooke	Les Fusiliers de Sherbrooke	
	The Sherbrooke Regiment	The Sherbrooke Regiment (M.G.)	Redesignated (G.O. 164/36).
	The Three Rivers Regiment	The Three Rivers Regiment (Tank)	Reorganized as a tank battalion (G.O. 188/36).
	Victoria Rifles of Canada	Victoria Rifles of Canada	

REORGANIZATION - M.D. NO. 4 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	Le Régiment de Châteauguay	Le Régiment de Châteauguay (Mitrailleuses)	Redesignated (G.O. 164/36 & 15/37).
	Le Régiment de Joliette	Le Régiment de Joliette	
	1st Motor Machine Gun Brigade	-----	To form an armoured car regiment with 6 Hrs (G.O. 203/36).
	<u>14 infantry battalions</u> 2 machine gun units	<u>9 infantry battalions</u> 3 machine gun units 1 tank battalion	

(H.Q. 6002, vol 2: "Statement
of Reorganization Proposals,
M.D. No. 4" (as of 3 Aug 36))

REORGANIZATION - M.D. NO. 5

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	The Queen's Own Canadian Hussars	-----	Disbanded (G.O. 33/36).
	7th Hussars	7th/11th Hussars	G.O. 42/36. "Mechanized" by G.O. 181/37.
	11th Hussars		
	<u>3 cavalry regiments</u>	<u>1 cavalry regiment</u>	
Field Artillery	H.Q. 13 Fd Bde 57 (Quebec) Fd Bty 82 Fd Bty 94 Fd Bty	H.Q. 13 Fd Bde 57 (Quebec) Fd Bty 82 Fd Bty 94 Fd Bty	
	<u>3 field batteries</u>	<u>3 field batteries</u>	
Infantry, Tanks and Machine Guns	The Royal Rifles of Canada	The Royal Rifles of Canada	
	Les Voltigeurs de Québec	Les Voltigeurs de Québec	
	Le Régiment de Montmagny	Le Régiment de Montmagny	
	Le Régiment de Québec	Le Régiment de Québec (Mitrailleuse)	Reorganized (G.O. 204/36).
	Le Régiment de Dorchester et Beauce	Le Régiment de la Chaudière (Mitrailleuse)	Reorganized (G.O. 204/36)
	5th Machine Gun Battalion C.M.G.C.		

REORGANIZATION - M.D. NO. 5 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	Fusiliers du St. Laurent	Fusiliers du St. Laurent	
	Les Francs-Tireurs du Saguenay	Les Francs-Tireurs du Saguenay	
	Les Chasseurs Canadiens	-----	Disbanded (G.O. 190/36).
	Le Régiment de Lévis	Le Régiment de Lévis	
	<u>9 infantry battalions</u> 1 machine gun battalion	<u>6 infantry battalions</u> 2 machine gun battalions	

(H.Q. 6003, vol 2: "Statement
of Reorganization Proposals,
M.D. No. 5 (as of 11 Sep 36))

REORGANIZATION - M.D. NO. 6

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	The Prince Edward Island Light Horse	The Prince Edward Island Light Horse	
	King's Canadian Hussars	King's Canadian Hussars (Armoured Car)	With "C" Coy Colchester and Hants R., and "B" Coy 3 M.G. Bn (G.O. 180/36).
	<hr/> 2 cavalry regiments	<hr/> 1 cavalry regiment 1 armoured car regiment	
Field Artillery	H.Q. 14 Fd Bde 52 Fd Bty 84 Fd Bty 87 Fd Bty 88 Fd Bty	H.Q. 14 Fd Bde 52 Fd Bty 84 Fd Bty 87 Fd Bty 88 Fd Bty	
	H.Q. 16 Fd Bde 6 (Sydney) Fd Bty 36 Fd Bty 83 Fd Bty 86 Fd Bty	H.Q. 16 Fd Bde (1) 6 (Sydney) Fd Bty 36 Fd Bty 83 Fd Bty 86 Fd Bty	
	<hr/> 8 field batteries	<hr/> 8 field batteries	

Note:

(1) 16 Fd Bde, less 83 Fd Bty, was converted to coast artillery (G.O. 131/38).
83 Fd Bty remained attached to the coast brigade which was formed.

REORGANIZATION - M.D. NO. 6 Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns	The Annapolis Regiment	The West Nova Scotia Regiment	G.O. 205/36.
	The Lunenburg Regiment		
	The Halifax Rifles	The Halifax Rifles	
	The Princess Louise Fusiliers	The Princess Louise Fusiliers (M.G.)	With "H.Q." and "A" Coys 6 M.G. Bn (G.O. 180/36).
	The Pictou Highlanders	The Pictou Highlanders	
	The Cape Breton Highlanders	The Cape Breton Highlanders	
	The Cumberland Highlanders	The North Nova Scotia Highlanders (M.G.)	With "C" Coy 6 M.G. Bn (G.O. 180/36). Colchester and Hants R. less "C" Coy.
	The Colchester and Hants Regiment		
	The Prince Edward Island Highlanders	The Prince Edward Island Highlanders	
	6th Machine Gun Battalion C.M.G.C.	-----	Disbanded for amalgamation to form two machine gun battalions and an armoured car regiment (G.O. 180/36).
<u>9 infantry battalions</u> 1 machine gun battalion	<u>5 infantry battalions (1)</u> 2 machine gun battalions		

Note:

(1) One extra infantry battalion was added to the allotment of M.D. No. 6 (Appx "C")

(H.Q. 6004, vol 2: Statement of Reorganization Proposals M.D. No. 6" (as of 11 Sep 36))

REORGANIZATION - M.D. NO. 7

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	8th Princess Louise's New Brunswick Hussars	8th Princess Louise's New Brunswick Hussars	"Mechanized" by G.O. 181/37.
	The New Brunswick Dragoons	-----	R.H.Q. and "H.Q." Sqn amalgamated with St John Fus. "A", "B" & "C" Sqns converted to field batteries (G.O. 191/36).
	<u>2 cavalry regiments</u>	<u>1 cavalry regiment</u>	
Field Artillery	H.Q. 12 Fd Bde 8 Fd Bty 28(Newcastle) Fd Bty 89(Woodstock) Fd Bty 90 Fd Bty	H.Q. 12 Fd Bde 89(Woodstock) Fd Bty 90 Fd Bty 104 Fd Bty	From "B" Sqn N.B. Dragoons and "C" Coy 7 M.G. Bn (G.O. 191/36).
		105 Fd Bty	From "C" Sqn N.B. Dragoons (G.O. 191/36).
		H.Q. 23 Fd Bde 8 Fd Bty 28(Newcastle) Fd Bty 103 Fd Bty	From H.Q. 9 Mtd Bde (G.O. 191/36). From 12 Fd Bde From 12 Fd Bde From "A" Sqn N.B. Dragoons (G.O. 191/36).
		106 Fd Bty	From 6 Med Bty (G.O. 191/36).
	<u>4 field batteries</u>	<u>8 field batteries</u>	
Infantry, Tanks and Machine Guns	The North Shore (New Brunswick) Regiment	The North Shore (New Brunswick) Regiment	

REORGANIZATION- M.D. NO. 7 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The Carleton Light Infantry	The Carleton and York Regiment	G.O. 206/36.
	The York Regiment		
	The New Brunswick Rangers	The New Brunswick Rangers	
	The Saint John Fusiliers (M.G.)	The Saint John Fusiliers (M.G.)	Amalgamated with R.H.Q. and "H.Q." Sqn N.B. Dragoons and "A" Coy 7 M.G. Bn (G.O. 191/36).
	7th Machine Gun Battalion C.M.G.C.	-----	"C" Coy to 104 Fd Bty. "A" Coy to St John Fus. Remainder to N.B. Regt(T) (G.Os. 188 & 191/36).
-----	The New Brunswick Regiment (Tank)	From "H.Q." and "A" Coys 7 M.G. Bn. Restricted to H.Q. and one company (G.O. 188/36). Authorized to organize B.H.Q. and two companies (G.O. 110/38).	
<hr/> 5 infantry battalions 1 machine gun battalion	<hr/> 3 infantry battalions 1 machine gun battalion 1 tank battalion		

(H.Q. 6005, vol 2: "Statement of Reorganization
Proposals, M.D. No. 7" (as of 18 Jul 36))

REORGANIZATION - M.D. NO. 10

APPENDIX "M"
to Report No. 64

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	12th Manitoba Dragoons	12th Manitoba Dragoons	G.O. 30/35, dated 15 Mar 35, effective 31 Jan 35.
	The Border Horse		
	The Manitoba Horse	The Fort Garry Horse	
	The Fort Garry Horse		G.O. 160/36.
	The Manitoba Mounted Rifles	The Manitoba Mounted Rifles	
	-----	2nd Armoured Car Regiment	Formed from 2 Mot M.G. Bde (G.O. 23, dated 15 Feb 36, effective 16 Feb 36). Amalgamated with 1 M.G. Sqn with effect 15 Dec 36 (G.O. 192/36).
	<u>5 cavalry regiments</u>	<u>3 cavalry regiments</u> one of these "interim" 1 armoured car regiment	
Field Artillery	H.Q. 5 Fd Bde 13(Winnipeg) Fd Bty 17 Fd Bty 19 Fd Bty 38 Fd Bty	H.Q. 5 Fd Bde 13(Winnipeg) Fd Bty 17 Fd Bty 19 Fd Bty 38 Fd Bty	
	59 Fd Bty	H.Q. 26 Fd Bde 37 Fd Bty 59 Fd Bty 70 Fd Bty 71 Fd Bty	Reorganization of Manitoba Rangers and 59 Fd Bty (G.O. 192/36).
	<u>5 field batteries</u>	<u>8 field batteries</u>	

REORGANIZATION - M.D. NO. 10 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns	The Manitoba Regiment	-----	Disbanded (G.O. 33/36).
	2nd Motor Machine Gun Brigade C.M.G.C.	-----	Disbanded (G.O. ^{2d} 33/36)
	The Royal Winnipeg Rifles	The Royal Winnipeg Rifles	
	The Winnipeg Grenadiers	The Winnipeg Grenadiers (M.G.)	G.O. 161/36.
	10th Machine Gun Battalion		
	The Queen's Own Cameron Highlanders of Canada	The Queen's Own Cameron Highlanders of Canada	
	The Winnipeg Light Infantry	The Winnipeg Light Infantry (M.G.)	G.O. 192/36
	The Manitoba Rangers	-----	Converted to field artillery (G.O. 192/36).
	The Kenora Light Infantry	-----	Converted to medium artillery (G.O. 192/36).
The Lake Superior Regiment	The Lake Superior Regiment		

REORGANIZATION - M.D. NO. 10 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	1st Machine Gun Squadron	-----	Amalgamated with 2 Armd C. Regt (G.O. 192/36).
	<u>8 infantry battalions</u> 2 machine gun brigades or battalions	<u>3 infantry battalions</u> 2 machine gun battalions	

(H.Q. 6006, vol 2: "Statement of
Reorganization Proposals,
M.D. No. 10" (as of 11 Aug 36))

REORGANIZATION - M.D. NO. 11

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	The British Columbia Hussars	The British Columbia Hussars(Armoured Car)	With "H.Q." and "B" Coys 11 M.G. Bn (G.O. 178/36).
	The British Columbia Dragoons <hr/> 2 cavalry regiments	The British Columbia Dragoons <hr/> 1 cavalry regiment ("interim") one armoured car regiment	"interim" regiment.
Field Artillery	H.Q. 15 Fd Bde 31 Fd Bty 58 Fd Bty 68 Fd Bty 85 Fd Bty 62 Fd Bty	H.Q. 15 Fd Bde (1) 31 Fd Bty 58 Fd Bty 68 Fd Bty 85 Fd Bty 62 Fd Bty	Unbrigaded battery.
	<hr/> 5 field batteries	H.Q. 24(Kootenay) Fd Bde 107 Fd Bty 108 Fd Bty 109 Fd Bty 111 Fd Bty (2) <hr/> 9 field batteries	From Kootenay R. (G.O. 177/36).

Note:

- (1) Entire Brigade converted to coast artillery (G.O. 95/38).
(2) Redesignated 111(Nelson) Fd Bty (G.O. 60/38).

REORGANIZATION - M.D. NO. 11 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns	The Vancouver Regiment	The Irish Fusiliers (Vancouver Regiment)	G.Os. 43 & 55/36.
	The Irish Fusiliers of Canada		
	The British Columbia Regiment (Duke of Connaught's Own Rifles)	The British Columbia Regiment (Duke of Connaught's Own Rifles)	
	The Seaforth Highlanders of Canada	The Seaforth Highlanders of Canada	
	1st Battalion, The Canadian Scottish Regiment	1st Battalion, The Canadian Scottish Regiment	
	2nd Battalion, The Canadian Scottish Regiment	2nd Battalion (M.G.) The Canadian Scottish Regiment	With "A" Coy 11 M.G. Bn (G.O. 178/36).
	The Westminster Regiment	The Westminster Regiment (M.G.)	With "C" Coy 11 M.G. Bn (G.O. 178/36).
	The Kootenay Regiment	-----	Converted to a field brigade of artillery (G.O. 177/36).
	The Rocky Mountain Rangers	The Rocky Mountain Rangers	

REORGANIZATION - M.D. NO. 11 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The North British Columbia Regiment	-----	Converted to heavy artillery (G.O. 193/36).
	11th Machine Gun Gun Battalion C.M.G.C.	-----	Amalgamated with B.C. Hussars, 2 C. Scot. R., Westmr R. to form an armoured car regiment and two machine gun battalions (G.O. 178/36).
	<u>10 infantry battalions</u> 1 machine gun battalion	<u>5 infantry battalions</u> 2 machine gun battalions	

(H.Q. 6007, vol 2: "Statement of
Reorganization Proposals, M.D.
No. 11" (as of 31 Jul 36))

REORGANIZATION - M.D. NO. 12APPENDIX "O"
to Report No. 64

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	14th Canadian Light Horse	14th Canadian Light Horse	"interim" regiment.
	16th Canadian Light Horse	16th Saskatchewan (1) Horse	G.O. 175/36.
	The Saskatchewan Mounted Rifles		
	18th Canadian Light Horse	-----	Reorganized as a battery of field artillery (G.O. 207/36).
	<u>4 cavalry regiments</u>	<u>2 cavalry regiments</u> one of these "interim"	
Field Artillery	H.Q. 10 Fd Bde 18 Fd Bty 60 Fd Bty 77 Fd Bty	H.Q. 10 Fd Bde 18 Fd Bty 60 Fd Bty 77 Fd Bty 113 Fd Bty	G.Os. 104 & 109/37.
	H.Q. 17 Fd Bde 21 Fd Bty 44 Fd Bty	H.Q. 17 Fd Bde 21 Fd Bty 44 Fd Bty 64(Yorkton)Fd Bty 67Fd Bty (2)	From Yorkton R. (G.O. 194/36). From 18 Cdn Lt Horse (G.O. 207/36).

Notes:

- (1) Redesignated 16th/22nd Saskatchewan Horse (G.O. 14/38).
(2) Redesignated 67 (Rosetown) Fd Bty (G.O. 30/37).

REORGANIZATION - M.D. NO. 12 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Field Artillery (Cont'd)		H.Q. 22(Assiniboia)Fd Bde 65 Fd Bty 76 Fd Bty 101 Fd Bty 110 Fd Bty	From Assiniboia R. (G.O. 167/36).
	<u>5 field batteries</u>	<u>12 field batteries</u>	
Infantry, Tanks and Machine Guns	The Regina Rifle Regiment	The Regina Rifle Regiment	With "H.Q." and "A" Coys 12 M.G. Bn (G.O. 194/36).
	The Saskatoon Light Infantry	The Saskatoon Light Infantry (M.G.)	With "C" Coy 12 M.G. Bn (G.O. 194/36).
	The King's Own Rifles of Canada	The King's Own Rifles of Canada (M.G.)	With "B" Coy 12 M.G. Bn (G.O. 194/36).
	The Prince Albert Volunteers	The Prince Albert and Battleford Volunteers	G.O. 136/36.
	The Battleford Light Infantry		
	The Weyburn Regiment	The South Saskatchewan Regiment	G.O. 166/36.
	The Saskatchewan Border Regiment		
	The Yorkton Regiment	-----	Converted to batteries of field artillery (G.O. 194/36).

REORGANIZATION - M.D. NO. 12 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns (Cont'd)	The Assiniboia Regiment	-----	Converted to a field brigade of artillery (G.O. 165/36).
	12th Machine Gun Battalion C.M.G.C.	-----	Amalgamated in an infantry battalion and two machine gun battalions (G.O. 194/36)
	<hr/> 9 infantry battalions 1 machine gun battalion	<hr/> 3 infantry battalions 2 machine gun battalions	

(H.Q. 6008, vol 2: "Statement of
Reorganization Proposals, M.D.
No. 12 (as of 7 Jul 36))

REORGANIZATION - M.D. NO. 13

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Cavalry	15th Canadian Light Horse	15th Canadian Light Horse	G.O. 34/36.
	South Alberta Horse		
	19th Alberta Dragoons	19th Alberta Dragoons	G.O. 34/36.
	Alberta Mounted Rifles		
	<u>4 cavalry regiments</u>	<u>2 cavalry regiments</u>	
FIELD ARTILLERY	H.Q. 18 Fd Bde 20 Fd Bty 39 Fd Bty (1)	H.Q. 18 Fd Bde 20 Fd Bty 39 Fd Bty	Authorized to organize (G.O. 32, dated 16 Mar 36, effective 15 Feb 36).
	93 Fd Bty	93 Fd Bty 113 Fd Bty	G.Os. 13 & 20/37.
	H.Q. 19 Fd Bde 22 Fd Bty 23 Fd Bty 91 Fd Bty	H.Q. 19 Fd Bde 22 Fd Bty 23 Fd Bty 91 Fd Bty 95 Fd Bty	G.O. 104/36.
	H.Q. 20 Fd Bde 61 Fd Bty 78 Fd Bty 92 Fd Bty	H.Q. 20 Fd Bde 61 Fd Bty 78 Fd Bty 92 Fd Bty 96 Fd Bty	G.O. 104/36.
	<u>9 field batteries</u>	<u>12 field batteries</u>	

Nota:
(1)

Shown as "not organized" on page 165 of Defence Forces List, 1935: Part I.

REORGANIZATION - M.D. NO. 13 (Cont'd)

<u>Corps</u>	<u>Units before Reorganization</u>	<u>Units after Reorganization</u>	<u>Remarks</u>
Infantry, Tanks and Machine Guns	The North Alberta Regiment	-----	Disbanded (G.O. 33/36).
	The Calgary Highlanders	The Calgary Highlanders	
	The Calgary Regiment	The Calgary Regiment (Tank)	"H.Q." and "B" Coys 13 M.G. Bn amalgamated with Calg R. (G.O. 149/36). Calg R. reorganized as a tank battalion by G.O. 188/36.
	The Edmonton Fusiliers	The Edmonton Fusiliers (M.G.)	Amalgamated with "A" Coy 13 M.G. Bn (G.O. 149/36). Reorganized as a machine gun battalion by G.O. 147/36.
	The Edmonton Regiment	The Edmonton Regiment	
	The South Alberta Regiment	The South Alberta Regiment	With "C" Coy 13 M.G. Bn (G.O. 149/36).
	13th Machine Gun Battalion C.M.G.C. (2)	-----	Amalgamated to form a machine gun battalion and two infantry battalions (G.O. 149/36).
	<u>6 infantry battalions</u> 1 machine gun battalion	<u>3 infantry battalions</u> 1 machine gun battalion 1 tank battalion	

Note:

(2) Omitted in M.D. No. 13's statement of reorganization proposals, but shown at page 388-92 in Defence Forces List, 1935: Part I,

(H.Q. 6009, vol 2: "Statement of Reorganization Proposals, M.D. No. 13" (as of 7 Jul 36))