

their own undertaking. Each year the commission prepares a report and submits it to the legislature, and the legislature may see whether the operations of the commission show a deficit or a surplus. The matter is open to the fullest investigation on the part of the legislature; any kind of audit that is deemed necessary may be made. I submit that if public ownership is to be a success in Canada, it will only be by the adoption of such methods as have been found necessary in municipalities all through the country, and as have been found necessary in Ontario in connection with that most successful public undertaking which Ontario is carrying on.

I said a moment ago that in connection with public ownership Parliament had some things to learn. I believe that the only way in which we can make a success of this undertaking is by getting the right class of men. The essence of the whole thing is the selection of an efficient board of directors, and the building up of a proper executive. In this connection one thing has always occurred to me as I have followed the deliberations of this House. Perhaps I should not criticise; yet I feel that if we are to obtain the class of men necessary to make public ownership a success, this House of Commons has to learn to use such men decently, not to treat them as if they were pickpockets. What I have in mind is this: if Parliament, for instance, were to get men who have brought distinction to themselves and have made such a success of the Canadian Pacific Railway Company—men like Sir William Van Horne or Lord Shaughnessy—to take charge of the Government railways, and if these men were criticised and abused, as I have heard public servants criticised and abused in this House, you could not hope to induce men of that calibre to continue in the public service. We are all concerned about the success of this great undertaking. We may have differences of opinion as to how its operation can be made successful; as to the best way of administering it. But as Canadians we are all interested in its success, and I believe most sincerely that we can make it a success only by carrying it on according to sound business principles and by treating fairly and well the men in public employ.

There has been a good deal of criticism in this House—to-day as well as the last day that this matter came up in Committee—of the application of closure. It was not my privilege to be in the House during the first three days that the Bill was discussed

[Mr. Scott.]

in Committee. I had opportunity of studying it and hearing it explained only on one day in the committee stage, when it was considered under the closure rule. But I had not sat in the House very many hours before I had made up my mind with regard to the Bill. As to the talk about closure, it seems to me that the business of the country would be greatly facilitated and carried out in much better form if we had a little more of the application of closure.

I have seen the same thing happen on several occasions. Some of the best speeches that I have ever heard in this House were twenty minute speeches under the closure rule, and with this Bill in the Committee stage for four days, with its introduction some time before that, and with the opportunity of discussing it on this occasion, this Parliament has surely had ample time to digest and consider everything in connection with it.

Reference has been made to the Canadian Pacific, and it does not seem to be the opinion of this Parliament that this is the proper time to acquire the Canadian Pacific. The financial considerations are indeed, great, but I am convinced that this country cannot go on with one-half of its railways publicly owned and the other half privately owned. In the years to come there is bound to be conflict between the two, and consciously or unconsciously, Parliament, in the end, is not going to give a square deal to the privately owned company. Therefore, if the Canadian Pacific Railway Company were wise in their day and generation, they would say that the present is the proper time to get together with the Dominion Government and make these two great systems into one large State-owned system. That may not come at the present time, but I am satisfied it will come some time, and it will be one of the best things that could happen to the Dominion of Canada. The railway business is, like every other business, a good one. In any line of business, you will see some persons succeeding while others are doing the reverse, and the success of this undertaking will depend entirely, as I said before, on the class of men secured to handle it. If the Canadian Pacific could be taken over by the Dominion of Canada and combined with the roads acquired or about to be acquired by the Government, we would have, not only control of the railroads of Canada, but the finest organization of railroad administrators in the entire world, because, is there any reason why these men who have so successfully administered