

tional planning", a Paris professor-journalist, Dr. Maurice Duverger, told the Retiring Executive's Dinner at the annual meeting of the Quebec Chamber of Commerce Friday night.

Dr. Maurice Duverger said: "Europe's recovery and growth, especially within the last ten years, has been the product of a non-compulsive, co-ordinated system of business, labour, municipal, regional and national planning."

Again, I am sure, honourable senators will find most interesting the report of the Labour-Management-Government mission which was sent by the National Productivity Council to study systems now in force in Europe in this regard. The mission has recently returned and a partial text of its report is to be found in the *Globe and Mail* of Thursday, October 4, from which I would like to quote just briefly. It states in part:

In Europe, public opinion demands a genuine broad policy of economic and social development. The implementation of this social and economic policy has led to steps which have been taken in all but one of the countries visited by the mission.

The methods of applying the steps vary widely from country to country, depending on the social, political, cultural and economic development of the country. Nevertheless, each of the six countries visited has implemented a plan, formal or otherwise. In all cases, the success of the plan rests to an important extent on the voluntary support of labour and management and on their enthusiastic participation in the planning process. There is little doubt that labour-management-government co-operation has contributed greatly to this general prosperity.

The report goes on to say:

The mission was impressed with the spirit of the relationship existing between labour, management and government, the way in which they work together in the national interest, and the mechanism of consultation and co-operation which has been established and used to achieve economic successes in most countries visited. The spirit of co-operation has spread to the industry and plant levels in most countries and the machinery for consultation and co-operation is working in industries and plants through joint councils and committees at that level as well.

The report also deals specifically with the economic development councils and productivity councils in Germany, Sweden, Belgium,

France and Britain. I read another short item from the report:

In particular, the mission was impressed with the notable spirit and desire of labour, management and government to achieve the social and economic objectives without submerging their own real interests.

If this has been the blueprint which these Europeans have followed so successfully, I am most pleased to see that we propose to emulate it.

I noticed recently that the Premier of Nova Scotia announced that a council for economic planning would be set up in that province. A major part of its functions will be to seek to lead management, labour and government agencies into close teamwork toward the achievement of targets of production and sales.

In the decade following the last war, when Canada could sell anything she could produce of any quality and at any price, we could be prosperous without government leadership and industrial teamwork. We had no competition. Most of the great trading nations of the world lay in ruins. They were consumers of our goods, not the stiff competitors they are today.

The situation was neatly summed up in an editorial which appeared in the *Montreal Gazette* of October 4 last, and which, if honourable senators will bear with me, I would like to read because I think it is most appropriate at this time. It reads in part:

... the causes of Canada's dollar difficulties go deeper in depth, and in time, than the agitations of the recent election. Canada has been vulnerable to such a crisis for a very long time. It had to happen sooner or later; it could happen again.

It is awareness of this fact that has led Mr. Per Jacobsson, managing director of the International Monetary Fund, to say only a few days ago that he hopes that Canada's recent success in improving her dollar situation will not induce the Canadian Government and people to postpone the more far-reaching measures that will be needed.

The fundamental fault lay in Canada's tendency to look upon the artificial prosperity in the years after the war as being a permanent and dependable condition. That was an unreal world that could not last. Preparations ought to have been made, many years ago, to prepare for the transition that would inevitably come.

Canada had emerged from the war with her economic machinery intact. In a