

INTRODUCTORY SESSION**Monday, October 3, 9.30 a.m.**

R. B. BRYCE presiding.

MR. R. B. BRYCE: Gentlemen, the President has asked me to take the chair as I was the Chairman of this Committee which arranged the programme for this first conference. In that capacity I do not propose to make any speech. I ask you only to bear in mind that the programme had to be arranged without very definite knowledge of the group that would be here, or what would be of interest to it in the way either of subjects or of speakers. My first duty as Chairman of this introductory session is to call upon Mr. Armand Viau, Industrial Commissioner of the City of Quebec, to welcome us on behalf of the Mayor. (Applause").

MR. ARMAND VIAU: Monsieur le président,* distingués visiteurs, c'est un bien grand honneur pour moi ce matin de vous souhaiter la bienvenue au nom du ville de Québec. Je comprends que c'est votre première conférence, et je suis persuadé qu'elle sera fructueuse et de la part de Son Honneur le Maire et messieurs les membres du conseil du ville, encore une fois je vous souhaite la bienvenue et je vous prie de croire que les services de la cité seront à votre disposition et vont vous être utiles.

Mr. Chairman, distinguished guests. It is a great privilege and honour for me to replace, this morning, His Worship Mayor Borne who was delayed with the Union of Municipalities Convention in the Saguenay and he will be back only this morning around noon.

The City of Quebec is most happy to greet you and, in fact, we thank you for having chosen our City for your first meeting. Most of you know what Quebec represents, what the City proper represents in Canada. I can tell you that as far as we are concerned we Canadians of French stock are very proud of whatever is done in Canada by our co-partners of English descent. (Applause). We feel, we feel very deeply, more than ever today, that no matter how good the qualifications of any of the two races, no one alone could do the job of Canada today. (Hear, Hear!). We feel that Providence has arranged things in Canada with such wonderful natural resources, that the complete co-operation of both is essential to

* Translation on page 200.

the success of this country, and we feel also that no one of the two races alone could do the job to maintain what Canada represents in the world, and what we apparently will have to do for the next quarter of a century for the other nations of the world. And it is such that we combined together our qualifications and maybe our colleagues to build real good representation of Canada abroad with both groups of Latin origin and of the others.

Now Quebec City is a wonderful place to hold meetings. We had during the War, as you know, two international conferences. Quebec seems to be a meeting place or rendezvous for discussions and for deliberations, because when you approach it,—I can speak very freely on that; I was born a Montrealer and I have been living here for only twenty years,—when you approach the city and when you go around it and walk in the streets, you feel something serene and calm and quiet, sound and solid. This is the result of the spirit of the pioneers of this sector of the Country, and here beginning with 1534, 1608, the date of the foundation of this City, pioneers of all kinds and missionaries went all over Canada. Later on we had some staunch tourists who very much decided to stay here after 1759 (Laughter) and they agreed to join us in trying to make this country what it is already, one of the best in the world. (Applause).

On behalf of the City I am very happy to congratulate Dr. Chester Walters and our *good* friend, Georges Shink, for having founded this wonderful Institute. More than ever we need the public and the officials of all administrations to know more of that topic "administration". In fact I am sure that with time you will do so well, that, in many municipalities, most probably the administration will be improved.

I understand that we have the great honour of having representatives from our new co-partners, Newfoundland, and I want to greet them in a very special manner. (Applause).

I want to thank also my good friend, Pouliot, Dr. Pouliot, Master in everything, mathematics, diplomacy and organization, for having invited me here this morning.

As you know as far as the Government is concerned you have the full encouragement and endorsement of the Government, especially the honourable Provincial Treasurer, Mr. Gagnon.

And since you have here the distinguished presence of Dr. Gulick of the United States and other representatives I would like

them also to feel that the City of Quebec is greatly honoured to have them here. Their former Presidents were in Quebec very often and if this programme is executed, I understand tomorrow we will have the pleasure of your presence at the City Hall, and you and those visitors from the United States will then see in the Golden Book of the City the signatures of Roosevelt and all the others who were here during the conferences.

Yes, gentlemen, Quebec is a nice place for very serene meditation. You may, when you go back, bring to your different Provinces from us here, I think, a very special message of trust and confidence as the "avant-garde" here on this Gibraltar of America, being also the first gate of Canada. You may tell your friends all over Canada, first that if we still have a few narrow-minded biased people who like to try to divide us, bring them the message that if they will take care of their own fanatics, we shall take care of ours. (Laughter and applause¹). Tell them also that our people here are very quiet and stubborn in one way and that we are not a God-fearing nation but we are a good God-trusting and a God-loving; we will not permit in this Province, especially here in this city which is the Gateway to Canada on the St. Lawrence that anything in "isms" that we all don't like will penetrate. We will see to that, which I think in fact we have already. (Applause).

MR. R. B. BRYCE: I think I may express to Mr. Viau and to the Mayor, through him, our appreciation of the kind words of welcome spoken by him. I wish now to call upon our president, Dr. Chester Walters. (Applause).

DR. CHESTER S. WALTERS: Mr. Chairman and Gentlemen, I am very happy to have the privilege of attending this first annual conference of The Institute of Public Administration of Canada. I thank the Government of Canada, the Provinces and the Municipalities for having made it possible for so many representatives to be here today. I believe representatives are here from all provinces, except Saskatchewan, and from many of the municipalities as well, of course, and from the Government of Canada. To those who are in attendance today from the three levels of government and from the universities, may I say that I heartily appreciate your presence and your devotion to the public service. Those who have come here for this conference have done so, I know, at a considerable sacrifice to further a movement designed wholly for the public advantage.

My cup of joy, already full, is running over for I have the great pleasure of welcoming my friend, Dixwell L. Pierce of California. Mr. Pierce (Applause), Mr. Pierce, who will be one of the leaders of the forum discussion on Provincial Sales Tax, has earned an international reputation as an authority on taxation. He has postponed his return to California from the East for almost a week in order to participate in this conference. (Applause).

We are today making history on a spot made sacred by those who have laid the foundations of Canada; where Canadian history has been in the making for over four centuries. Here in this ancient city, the Father of Canada, Samuel de Champlain, laid the first foundation stone for this strong young nation.

Our conference is being held in the place where four score and five years ago next Monday the historic Quebec Conference conducted its deliberations, at which time were prepared and approved what are now known as the Quebec Resolutions which later became the basis of the British North America Act, the Constitution of Canada.

The Fathers of Confederation whose names we hold in patriotic veneration were concerned with political matters, with ensuring the rights of minorities and with guarding against usurpation of authority. Their efforts were directed in no small measure to limiting the field of governmental activity. How far we have moved from the philosophy which governed that Quebec Conference! Doubtless, the Fathers of Confederation thought as Lincoln, when he wrote not long before his brilliant career was ended by the assassin's bullet, these pregnant words:

"The legitimate object of government is to do for a community of people whatever they need to have done but cannot do at all or cannot do so well for themselves in their separate and individual capacities. In all that the people can individually do as well for themselves the government ought not to interfere."

It is not my intention to enter into a discussion of the reasons for the organization of The Institute of Public Administration of Canada. These matters will be dealt with in the addresses and discussions which are to follow. May I, however, say this with great emphasis: The success of The Institute of Public Administration depends in large measure upon three things—

- (1) the continued self-sacrificing efforts of our members, I should say of all our members;
- (2) the whole-hearted, sincere co-operation of governments and of Canadian Universities;
- (3) and I might have put this first; the widest and most sympathetic understanding of the aims and objects of the Institute by the people of Canada.

Already we have had an exhibition of the devotion of our membership by their support and their presence here. Interest in our activities is being manifested in the remotest corners of the nation. Governments at all levels are interested and sympathetic. They recognize the need for the work which the Institute has undertaken. The universities—there is no need to name them, although I could with great satisfaction recount to you the encouragement I have had from so many academic sources in the different provinces—the universities are co-operating magnificently and I am happy to acknowledge with gratitude the support which we are receiving from them.

As President of the Institute of Public Administration, I desire at this point to state at this annual conference my enduring gratitude, to record that gratitude, to the University of Laval for the support and encouragement which from the first, and I emphasize this fact, from the very first, the facilities of this great university, Laval, have been placed whole-heartedly at our disposal. While I am speaking, of course, for myself, I am persuaded that I express the sentiments of every one of our members when I say that we are eternally grateful to this great University of Laval for her support. (Applause).

Thank you, for I know that makes it unanimous.

Already several Canadian universities are laying plans, preparing for our young men and women courses in the science of public administration—and may I emphasize that public administration is a science.

This conference is in good hands. Robert B. Bryce, our Conference Chairman, is to be congratulated on the programme he has arranged and I must say, Mr. Bryce, you are a most fortunate man and we are the most fortunate of societies that we have as Secretary-Treasurer, the esteemed, hard-working, Philip T. Clark. (Applause).

We are on the verge of great accomplishments. The beginning has been good and we will continue to progress, for it is not the beginning but the continuing which makes for success. Let me remind you of the words of that great American, the Hon. Charles Evans Hughes, one time Chief Justice of the Supreme Court of the United States of America:

"One of the most important lessons of life is that success must continually be won and is never finally achieved. There are those who look upon the supposed fortunate in our social efforts, who have achieved places of influence and distinction, as though they had in some way gained a citadel in which they could stand secure against every possible attack. In truth, all they have done is to gain another level of responsibility in which they must make good. Every day is one of test. Every day puts at risk all that has been gained ... As has well been said, it is not worth while to talk of the end of a period, for you are always at the beginning of a new one. You cannot rest content. You have been vigilant; it remains to be yet more vigilant. You have been faithful, but fidelity is an active virtue which demands its daily sacrifice of any counter interest, its daily response in energetic service."

Monsieur le Président, Messieurs: Je suis heureux d'avoir le privilège d'assister à la première conférence Annuelle de l'Institut Canadian d'Administration Civile. Je remercie les gouvernements, fédéraux, provinciaux ou municipaux d'avoir rendu possible la réunion de si nombreux représentants aujourd'hui. Je crois qu'à part le Saskatchewan, il y a ici des représentants de toutes les Provinces, ainsi que de nombreuses municipalités qui, bien entendu, sont tous du gouvernement Canadien. Puis-je dire à tout ceux qui occupent un poste, soit aux trois niveaux de Gouvernement, soit dans les Universités, que j'apprécie hautement leur présence et leur dévouement, pour le Service Civil. Ceux qui sont venus ici, à cette conférence, ont fait, je le sais, un grand sacrifice pour perpétuer un mouvement entièrement voué à l'intérêt public. Ma joie, déjà grande, déborde pour l'immense plaisir que j'ai d'accueillir mon ami Dixwell L. Pierce, de Californie. M. Pierce, qui est l'un de ceux qui prendront part à la discussion générale sur la Taxe Provinciale sur les Ventes, a acquis une réputation mondiale en matière

de Taxe. Il a ajourné d'une semaine son retour en Californie, pour assister à cette conférence.

Nous avons à faire aujourd'hui l'histoire d'un lieu consacré par ceux qui fondèrent le Canada et où l'histoire Canadienne commença il y a plus de quatre siècles. Ici, dans cette vieille cité, le père du Canada, Samuel de Champlain posa les fondations de notre jeune et forte nation. Notre conférence se tient à la place où, il y a quatre vingt-cinq ans lundi prochain, l'historique Conférence de Québec menait ses débats, préparait et approuvait ce qui est connu par les Québec Resolutions qui devinrent plus tard les bases du British North America Act, la Constitution du Canada.

Les Pères de la Confédération dont les noms sont l'objet d'une vénération patriotique, s'occupèrent en matière politique en assurant les droits des minorités, et en protégeant tous les peuples contre des usurpations de pouvoir. Leurs efforts furent dirigés dans une grande mesure pour limiter le champ des Activités Gouvernementales. Comme notre philosophie a évolué depuis la conférence de Québec! Sans doute, les Pères de la Confédération pensaient comme Lincoln quand il écrivit, peu avant que sa brillante carrière ne fut brisée par une balle d'assassin, ces mots poignants:

"Le légitime objet d'un gouvernement est de faire pour une communauté de gens tout ce dont ils ont besoin, qu'ils ne peuvent avoir ou qu'ils ne peuvent pas aussi bien acquérir pour eux mêmes, séparément et individuellement. Un gouvernement n'a pas à intervenir dans tout ce que des gens peuvent faire individuellement de bien pour eux."

Il n'est pas dans mon intention de discuter des motifs des organisations de l'Institut Canadien d'Administration Civile. Ces sujets seront traités dans les discours ou discussions qui vont suivre. Puis-je, cependant, dire ceci: Le succès de l'Institut d'Administration Civile dépend dans une large mesure de trois choses:

- (1) la continuation de l'effort personnel de nos membres;
- (2) la cordiale et sincère co-opération des gouvernements et des Universités Canadiennes;
- (3) la plus large et sympathique compréhension des buts et raisons de l'Institut, de la part du Public Canadien.

Nous avons déjà un exemple du dévouement de nos membres par leur appui et leur présence ici. L'intérêt pour nos activités se

manifeste jusque dans les coins les plus retirés du Pays. Les gouvernements à tous les échelons sont intéressés et favorables. Ils reconnaissent l'utilité de la tâche qu'a entrepris l'Institut. Les Universités, il n'est pas nécessaire de les nommer ici, cependant je pourrais vous raconter avec grand plaisir, l'encouragement que nous avons eu de la part de nombreux groupes académiques dans différentes provinces, les Universités, dis-je, coopèrent magnifiquement et je suis heureux de reconnaître avec gratitude l'appui que nous en recevons.

En ma qualité de président de cet Institut, je me permet d'exprimer ma gratitude la plus profonde à l'Université Laval dont nous avons reçu la coopération la plus complète dès les débuts, dès les débuts, et je vous prie de noter ce fait, que l'Université Laval a mis à notre disposition toutes ses actives séduites. Et permettez-moi, à ce sujet, d'exprimer les sentiments de tous les membres de l'Institut en remerciant cordialement cette brillante institution de sa sympathique collaboration.

Plusieurs Universités Canadiennes établissent déjà des plans, préparent des cours pour nos jeunes hommes et femmes sur la science d'Administration Civile et permettez que j'insiste pour dire que l'Administration Civile est une Science.

Cette Conférence est en bonnes mains. Robert B. Bryce notre président de Conférence doit être remercié pour le programme qu'il a tracé, et permettez moi Mr. Bryce, vous êtes et nous sommes les plus fortunés d'avoir comme secrétaire Trésorier, l'estimé, le dévoué, Philip T. Clark.

Nous sommes à la veille de grands accomplissements. Nous avons bien débuté et nous continuerons à progresser, car ce n'est pas le commencement mais la persévérance qui fait le succès. Pour conclure, laissez moi vous rappeler les paroles de ce grand Américain, l'Honorable Charles Evans Hughes, Premier Juge de la Cour Suprême des Etats-Unis d'Amérique:

"Une des plus importantes leçons de la vie est que le succès doit toujours être remporté et que finalement il n'est jamais accompli. Il y a ceux qui recherchent le supposé heureux dans nos efforts sociaux, qui ont gagné des places influentes et honorables, comme s'ils avaient en quelque sorte acquis une citadelle dans laquelle ils seraient à l'abri de toute

attaque possible. En réalité, ils ont tous fait cela pour acquérir un autre niveau de responsabilités qu'ils doivent assumer au mieux. Chaque jour est une épreuve. Chaque jour les fait risquer tout ce qu'ils ont acquis . . . comme il est dit justement, ce n'est pas la peine de parler de la fin d'une période, puisque vous êtes toujours au commencement d'une nouvelle. Vous ne pouvez pas demeurer satisfaits. Vous avez été vigilants: il vous reste à être encore plus vigilants. Vous avez été fidèles, mais la fidélité est une vertu active, qui demande un sacrifice quotidien même contre vos intérêts, un énergique service rendu chaque jour."

Mr. Chairman and fellow members : We who live in Canada live in a land that has been so forcefully and eloquently expressed by the acting mayor. We have a great heritage, but I would remind you that that heritage,—we have a heritage which has come from our two great races. In a democracy the responsibility is not with the government alone. We have assumed the responsibility for organizing this Institute to be a force for national unity and good government. May it be a golden link to bind together these great races, destined by Providence to work side by side in this Canada of ours. (Applause).

MR. R. B. BRYCE: I now take pleasure in calling upon Mr. Peverill to act as Chairman of the discussion dealing with matters relating to "Training and Recruitment for Public Service". Mr. Peverill. (Applause).