

## NATIONAL PLANNING - MEXICO EXPERIMENTS

### INTRODUCTION: GROWTH OF NATIONAL PLANNING IDEA

#### 1. City and regional planning now a commonplace.

##### a. History in U.S.:

(1) Plans from earliest times but modern era begins about 1900.- Following decade "city beautiful" idea dominant with emphasis on parks, shade trees, "clean up the city" weeks, civic centers etc. Plans this era unofficial and superficial.

(2) Rapid increase urban population from 1910 to 1920 and complication of traffic problem by deluge of automobiles which grew in volume from 78,000 in 1905 to 2,500,000 in 1915 and to over 26,600,000 in 1930 forced more and more thorough city planning.

(3) First official plan Commission in U.S. established in Hartford in 1907.- Seven years later number was 14.- By 1929 number official Commissions was 200 plus 50 unofficial commissions.- All but one of 21 cities in U.S. with population over 300,000 now have commissions and all but 7 of cities with population between 100,000 and 300,000. We now have Chicago Plan, Los Angeles Plan, Washington, Pasadena, Dallas, Boston, St. Louis etc., etc.- from one end of country to other communications of all kinds, shapes and varieties have been bitten by planning bug.

(4) Culmination in 1929 when Regional Plan of New York was completed after 7 years study and expenditure of \$1,000,000 by the Russell Sage Foundation.

(5) As New York plan shows, City planning not enough; metropolitan area or regional planning necessary. From this only short step to state planning and we now hear of New York, Wisconsin, and Illinois state plans.

## 2. The National Planning idea.

### a. In the United States

(1) National Planning or at least thinking and action in terms of nation as whole in the United States has been foreshadowed and forecast in a dozen different ways: the conservation of natural resources movement during Roosevelt regime; the national park system; the irrigation developments; the national waterway system; federal highway system etc.- Also various devices like: Interstate Commerce Commission, Federal Reserve System, Federal Trade Commission and Federal Farm Board which according to George Soulé we have stumbled onto by accident or the force of necessity. --

(2) But undoubtedly our greatest experiment in National planning and control was War Industries Board, Amazing accomplishments: found country a jumble and chaos of conflicting orders, profiteers, speculators, labor disputes, and unbalanced production. In a few short months it introduced order into planless waste and misdirection and constructed a going concern of motley mess or unrelated parts and unconnected elements. As someone has said:

"Never before was there such a focusing of knowledge of the vast field of American industry; never such an approach to omniscience in the business affairs of a continent."

### b. Other Countries

(1) Since war economic and industrial planning on national scale has been forced on Europe by problems of post-war reconstruction: France, Germany, Great Britain, Italy, Spain and Czechoslovakia have all set up National Economic Councils and commissions of one sort or another with purpose of thinking, planning and acting in terms of national problems.

(2) Outstanding case, of course, much discussed and advertised 5-year plan of Soviet Union which has been described as everything from the "most perfect instrument of tyranny and oppression" to "the most original contribution to the science of modern government" and a "stupendous conception which is the real challenge of the Soviet system to laissez faire capitalism."

### 3. Prophets crying in the wilderness.

Partly as a result of unparalleled advertising campaign in re Soviet 5-year plan and partly because of equally well propagandized depression which you may have heard something about, recently in U.S. tremendous agitation for thorough examination of capitalistic system. Elmer Davis:

"People who have invited you to consider their plans for a controlled national economy have been as ubiquitous during the past summer as people who invited you to try their home brew just after prohibition."

a. Charles A. Beard in recent article in Forum after raising question: "Is the concept of national planning merely an-

other transitory fad, an idle fantasy born of day dreaming and destined to pass away tomorrow or the day after?", replies that answer " is an inescapable negative."

He points out that

"Planning is already here; it is inherent in our technological civilization, ... The waste of our natural resources, the neglect of our opportunities, the failure to use our marvelous material endowment efficiently will be pointed out by technology with increasing emphasis. Awareness of the necessity of planning will spread. ... There is good ground for predicting that other crises more devastating [than the present one] will return with rhythmic regularity, until science takes the place of rule of thumb and the untrammelled acquisitive instinct. Herein lies the problem: how to go forward along lines already made clear by the lamp of experience and engineering reality?"

Mr. Beard's answer is a "Five Year Plan for America" involving a National Economic Council, Syndicated Corporations, Marketing Syndicates and all sorts of exciting and interesting economic gadgets.

b. Stuart Chase.

After pointing out:

"That today our national, our international house-keeping is only a jump or two ahead of the sheriff" and that "with seven million unemployed in the United States and perhaps three times as many in the entire domain of mechanical civilization; with industry func-

tioning at thirty percent below normal ( in the United States) and still more rheumatically in Europe, the times all cry, if indeed they do not shriek, for economic theraphy."

presents us in Harpers with "A Ten Year Plan for America" and scheme for creating a Peace Industrial<sup>cs</sup> Board not unlike War Industries Board of late-lamented World War.

- c. George Soulé in series of brilliant articles in New Republic warns us that "if we do not start to plan there is no telling what the end may be." - and proceeds to offer another "modest ten year plan" involving creation of a General Economic Staff and a National Industrial Council.
- d. J. Russell Smith: has no specific plan but cites chapter and verse in Survey Graphic to prove up to hilt: "We must look forward to, and work for, planned and controlled production. ... We must plan or perish!"
- e. Even Eddie Cantor, I am told, has come out with a five-year plan.

#### 4. Other side of the fence.

Against prophets of doom, planners and project makers, we have for example:

- a. Newton Baker who tells us in recent Williamstown address:
 

"For an already great industrial nation to plan its future development is a very different thing [from what Russia is trying to do]. And whether there can be wisdom enough to plan an economic future for the United States or the world seems very doubtful indeed."

- b. David F. Houston likewise denounces the planners and all their works when he says:

"What folly! What man or group of men in this country would know how to direct all or many of the leading activities of this great nation; and who is so innocent as to assume that, if they were to make a plan, our people would follow it, unless they could be made slaves?"

- c. Again, we have no less a person than the Great Engineer himself telling the world in his Indianapolis speech that we need no other plan than the free and untrammelled opportunity for American individualism to express itself.

"We should have faith and confidence in those mighty resources, those intellectual and spiritual forces which have impelled this nation to a success never before known in History. ... Under the guidance of Divine Providence they will return to us a greater and more wholesome prosperity than we have ever known."

- d. Finally, we have prosperity boys who still ( although not so loudly as previously) are shouting that everything is all right - must not be discouraged and stampeded by utopia mongers into doing anything radical -- prosperity just around the corner etc., like Rupert Brooke's fish these folks cannot face reality:

"Fish (fly-replete, in depth of June,  
Dawdling away their wat'ry noon)  
Ponder deep wisdom, dark or clear,  
Each secret fishy hope or fear.

Fish say, they have their Stream and Pond;  
 But is there anything Beyond?  
 This life cannot be All, they swear,  
 For how unpleasant, if it were!  
 One may not doubt that, somehow, Good  
 Shall come of Water and of Mud;  
 And, sure, the reverent eye must see  
 A Purpose in Liquidity.  
 We darkly know, by Faith we cry,  
 The future is not Wholly Dry."

5. Meantime while in United States we wave our arms about; debate the pro and cons of what ought to be done; appoint commissions to find out what is matter and then ignore their findings; while we flounder and flop in planless confusion without direction or purpose and in general offer further illustration of "degradation of the democratic dogma"; our despised neighbor on the South - the poor revolution making, pulque drinking, bullfighting, debt-payment-defaulting and generally incompetent, inefficient, incapable Mexico that we all know so well from our newspapers, is doing: what?

Well, nothing much except that a National Planning Law has been put on the statute books, a National Planning Commission has been set up; and for over a year Mexico has been working hard at business of making a National Plan for the Republic of Mexico.

## I. HISTORY OF NATIONAL PLANNING MOVEMENT IN MEXICO

1. Movement began about 1920 when young Mexican named Carlos Contreras returned to Mexico from Columbia with degree in architecture. Señor Contreras had studied work of Russell Sage Founda-

tion in connection with Regional Plan of New York and was drunk with dreams and projects.

2. 1925 - "National Planning Project for the Republic of Mexico" - presented by Contreras to Calles.
3. 1929 - then Sec. of Communications and Public Works, Ing. Sanchez Mejorada, sold on planning idea and established National Planning Section in Sec. of Communications.
4. 1930 - (January) first National Planning Congress in Mexico City - over fifty papers read.
5. 1930 - (July) National Planning Law of Mexico promulgated by President Ortíz Rubio.

a. Purpose:

"The planning of the United States of Mexico shall have for its object the coordinating and directing of the activities of the various governmental agencies with a view to promoting the material and constructive development of the nation in an orderly and logical manner, taking into account its topography, climate, population, history, tradition, social and economic life, the national defense, public health, and present and future necessities.

"In order to achieve these objects, a National Plan of Mexico with complimentary specifications shall be formed...

"The National Plan of Mexico will include the following: (1) the division of the national territory into zones classified according to their characteristics, functions, and uses; (2) urban and regional planning and zoning, including the making of master plans for the Federal District and the Federal territories; (3) a plan for organizing the



control of the hydrographic system of the Valley of Mexico; (4) the determination of the system of means of communication and transportation; (5) the proper localization and general characteristics of internal and maritime ports; (6) the proper localization and general characteristics of airports; (7) the general program governing the use of waters under federal jurisdiction and of lands in connection with federal irrigation projects; (8) the regulation of drainage and sanitary works of the Federal District and of the Federal territories; (9) the outlines of a program of reforestation, forest reserves, and national parks throughout the Republic; (10) classification and adequate localization of federal buildings throughout the Republic."

b. Principle agency for carrying out above program is Program or Planning Dept. already mentioned in Sec. of Communications. Dept. given extensive powers:

(1) Projects prepared by Dept., upon approval of President, become works of public utility and subject to laws of eminent domain;

(2) no governmental agency allowed to undertake any work of national scope involving material improvement without approval of Dept.

## II. RAISON D'ETRE OF PLANNING IN MEXICO

Can hear you saying: What has Mexico got to plan? Is there anything down there to plan except next revolution or how to harvest the next cactus crop?

### 1. Mexico not rich country.

a. Legend fantastic riches first started by Cortez in glowing

letters to Carlos V. - "Mexico the treasure house of the world" now an exploded or at least deflated myth. Justo Sierra; and Carlos Díaz Dufoo formula "we are naturally rich but economically poor".

- b. Whatever may be case with regard to mineral resources or industrial potentialities in Mexico even Dufoo's formula rather optimistic when it comes to agriculture: Here Mexico not economically but also naturally poor.

Nature, or whoever dumped mountains all over the landscape and established curious regime of climates mostly to blame.

Scenery gorgeous - but hard on ploughs.

Most liberal estimates do not place amount of land available for agriculture beyond 149,000,000 acres.

Of this only around 49,000,000 acres cultivatable without expensive irrigation works.

In other words, between 65% to 75% of Mexico's total extension of 491,000,000 acres because of purely natural reasons useless for agricultural purposes.

- c. Economic deficiency reflected in public income. Hard to realize with what slender resources the Mexican Government attempting minister needs of a population of over 16,000,000 people and govern country which could easily contain within its borders combined areas of France, Germany and Spain. For this tremendous task, Mexican Federal Government has had at its disposal in recent years annual income of around 300,000,000 pesos.

This is about what, for example, the state of Illinois

spends every year for education alone. Or to take another illustration, total annual revenues of the Mexican Federal Government are, on the average, about 8,000,000 pesos less than Los Angeles, California spent on its city government in last year for which statistics available ( 1927).

- d. All of which another way of saying Mexico cannot afford false security of ignorance nor luxury of mistakes.

Illustrations:

(1) Roads: Mexico spending around 12,000,000 pesos year on highways, but seriously to be doubted if as carefully planned as possible: Question of long tourist roads versus short roads feeding railroads.

(2) Irrigation on Mesa Central vs. tropics.

2. Side lights on present economic situation.

- a. Mexico primarily agricultural country - 75% population rural; Of total rural population of some 10,500,000 about 70% or over 7,000,000 live in communities of less than 1,000 inhabitants.
- b. Mexico as economic entity to be judged primarily by efficiency of agricultural production. How?
- c. Corn: Basic item in diet: About 7,500,000 acres a year planted with total yield some 85,000,000 bushels. But average yield per acre is around 11 bushels. Compared 44 Canada, U.S. 27; Brazil 25; Argentina 26; lowest of all corn producing countries in efficiency of per acre production.
- d. Wheat: Third most important crop with around 2,000,000 acres planted per year. But during five year period 1921-26 average yield 5 bushels per acre compared Canada 16; Germany 27;

Denmark 44. Only other country showing lower yield per acre for period is Tunis.

- e. Imports. Mexico primarily agricultural country. The vast majority of the people are dedicated to agricultural pursuits and the value of agricultural products outweighs many times the values of all other products combined. And yet:

During the five year period 1925-1929 Mexico imported on the average 44,400,000 kilograms or about 3,400,000 pesos worth of corn each year.

Mexico regularly imports every year around 16,000,000 pesos worth of lard and lard compounds.

Mexico imports on the average 6,700,000 pesos worth of wheat and 2,600,000 pesos worth of wheat flour annually.

Mexico imports yearly 3,800,000 pesos worth of conserved animal products and 1,600,000 pesos worth of eggs.

And these are only a few of the items which go to make up the grand total of almost 90,500,000 pesos of livestock and animal and vegetable products which Mexico imports each year.

Now what do these figures mean? In the first place, I believe, to put it mildly, they raise serious questions concerning the productive efficiency of the present system of Mexican agricultural exploitation. There is something wrong somewhere when a primarily agricultural country must import every year millions of pesos worth of corn, wheat, lard, and eggs in order to keep its population from starving.

- f. Exports. But doesn't Mexico export any farm products? Yes,

Mexico exports around 165,500,000 pesos a year worth of coffee, henequen, cotton, bananas, cattle and other animal and vegetable products.

Then what's all the shooting about? Isn't this more than enough to pay for the corn, lard, meat, etc. which Mexico imports? Yes, but that is just the point: Mexico, an agricultural country, is using the money received from the export of its agricultural products to pay for the import of other agricultural products, which in very large part could be raised in Mexico itself.

Mexico would appear to be engaged in the highly unprofitable business of spending more than 90,000,000 pesos a year, a large percent of which, given more efficient farming methods, and more effective and extensive utilization of the soil, she wouldn't have to spend.

In a word: one of the principal causes operating to keep Mexico in her present unhappy economic situation is the fact that the machinery of agricultural production in Mexico is rusty and full of monkey wrenches. In the very field where theoretically we should expect Mexico to be strongest -- precisely there she shows signs of alarming weakness.

- g. Industry. Leaving for the moment the question of agriculture let us turn to a brief examination of the Mexican economic outlook considered from the point of view of industry and manufacturing.

An analysis of trade statistics shows clearly that Mexico is primarily an exporter of raw materials and of materials that come from extractive industries, and an importer

of manufactured products. In a typical recent year (1926) the ten leading exports, in point of value, were silver, crude petroleum, lead, fuel oil, gasoline, zinc, henequen, copper, coffee and raw cotton. These ten products alone accounted for nearly 82% of the total exports. In the same year the 10 leading imports included, with two exceptions, no products other than manufactures and foodstuffs. They were in order of their importance: machinery, iron and steel, cotton manufactures, automobiles, lard, chemicals, wheat, wood for building purposes, gold and silver bullion and specie, and mineral oils. The aggregate value of these ten products alone was over 46% of Mexico's total import trade.

Last year ( 1930 ) Mexico bought from foreign countries 43,000,000 pesos worth of textile manufactures, 26,000,000 pesos worth of chemicals and drugs, 45,000,000 pesos of vehicles ( mainly automobiles), and 63,000,000 pesos of machinery -- and these figures do not cover by many millions of pesos all of the manufactured products which were imported.

- h. Mining and Oil. What about mining and oil in Mexico? Are these not highly mechanized and modernized industries and do they not produce more than enough to pay for all the manufactured products Mexico may need or care to import? Mexico exported in 1929, for example, 335,400,000 pesos worth of mineral products and around 87,300,000 pesos worth of oil products. On the face of it this looks like Mexico was sitting on easy street. Why should Mexico worry about manufactured products bought abroad when she has all this money

coming in to pay her bills with?

Well, there is only one slight difficulty: Mexico didn't get 335,000,000 pesos for her mineral products nor did she get 87,000,000 pesos for her oil. And this for the simple reason that it was not Mexico who sold these products in 1929 -- or for that matter in any other year.

The mining and oil industries are in Mexico but they are not entirely of Mexico. Generally speaking, and with few exceptions, Mexico's mines and oil wells are owned and operated by foreigners. The exports and sales of mineral and oil products pay government taxes, and for imported machinery, equipment and supplies used in the industries, and through drafts drawn to pay for wages, salaries and domestic supplies, they serve to cover payments due abroad for other imports, but a very considerable part of the returns go into the pockets of foreigners in the shape of interest and profits on the billion and a half pesos of foreign capital invested in these industries.

And so even in mining and oil it would appear that there is a fly in Mexico's economic ointment. Indeed, in passing, I might mention that so far as these particular industries are concerned at the moment, there are several flies in the ointment.

Since 1925 the value of the production of gold and silver in Mexico has dropped from 166,100,000 pesos to 116,600,000 pesos, or about 30%, and although this loss has been offset by an increase in the value of other metals I can assure you that the mining companies are far from being happy over

the present situation. Then there is also the little matter of a drop in the value of oil produced in Mexico from 365,800,000 pesos in 1921 to around 81,000,000 pesos in 1930, or about 77%.

1. Summary. But enough of figures and statistics. Let us stop and pull the threads of this brief analysis together. I have tried to suggest, by calling your attention to a few high lights of Mexico's economic situation:

(1) That as a going economic concern Mexico, at the present time, is in a precarious position.

(2) That the basic industry, agriculture, does not function efficiently. Mexico does not produce enough food to feed its citizens adequately and is forced to import large quantities of farm products each year in order to make up the deficit.

(3) That Mexican exports of farm products are not sufficient to cover the agricultural products which she imports and at the same time pay for the manufactured articles which perforce she must buy abroad.

(4) That Mexico, unlike let us say England or Germany, cannot supply the needs of her citizens for manufactured articles from local industries or export the products of such industries in payment for the things which she imports, because manufacturing is still in its infancy in Mexico.

(5) That the great extractive industries -- oil and mining only serve to a limited extent to support the Mexican economic structure due to the fact that these indus-



tries are owned by foreigners and also, due to the fact, that, for the time being at least, these industries are badly crippled.

Mexico, like every other country, and perhaps more than most, is suffering from a severe case of business congestion and the resultant financial halitosis. Mexico has silver, copper, oil, henequen and sugar to sell but nobody wants to buy them. And there you are -- or rather, there you are not!

3. Real reason for planning in Mexico is coming of Machine and Industrialization.

a. Mexico now on the brink.

Already cited some figures of Mexico's imports of manufactured articles. Another way of indicating relatively limited extent to which manufacturing has been developed in Mexico: Dept. of National Statistics reported in 1926 that there were in Mexico 2,877 factories employing some 95,000 workers.

Texas: primarily agricultural state but in 1925 Texas had 3,606 factories employing 106,000 workers.

Other words, Mexico undoubtedly superior to Texas in natural resources and almost three times size of Texas in area and population, yet scarcely equals Texas in development of manufacturing industries.

But new roads opening up country - new capital beginning flow in ( e.g. Electric Bond and Share, International Tel. and Tel.) --

Mexico stands in the presence of a profound and far-reaching change,- a change which a large part of the western world

has already undergone. Eighty years ago the first 13 kilometers of railroad were opened to traffic in Mexico. Fifty years ago Porfirio Díaz had already launched his program of economic development, the first step in a process destined to undermine the old landed aristocracy and destroy the essentially feudal agricultural system which dominated the economic life of the country - thus sweeping away the last bulwark against the pressing forces of the outside world. The twenty years and more of political upheaval and social disorder which were ushered in by the Madero revolution served to retard but not to stop the inevitable onrush. Now at last the flood gates are wide open and the tide begins to flow across the face of the land.

Mexico inevitably being caught up and drawn into system of industrial civilization, into the great society. Mexico feeling first birth pains of the industrial revolution.

All of which means Mexico must take thought, look to the future, plan!

b. On one hand; Must avoid mistakes of other countries.

- (1) Waste of natural resources: oil, forests, minerals.
- (2) Labor becoming a commodity: conglomeration in large cities; wage slaves; casual laborers, unemployment.
- (3) An aesthetic side - blighting of country-side with billboards ( e.g. Cuernavaca road); motor slums; Dew-Drop Inns; hot-dog stands; monstrosities; gasoline stations which are Mexican imitations of American imitations of Mexican imitations of Spanish architecture.

- (4) Must protect folk communities. Must remember Mexico made up in large part of small, isolated communities with relatively closed and tight cultures centuries old. Take it easy! or introduction of machine will completely disorganize way of life and much that is valuable will be lost.

c. On other hand: On positive side Mexico must plan to make best use of machine. Thoreau: "We do not ride upon the railroad; it rides upon us."

Illustration of kind of problem Mexico must think about: Possibility of dispersion of industry - starting out with decentralization.

- (1) Apparently Mexican native has ( will not say inherent) deeply ingrained craftsmanlike ability as witness lacquer work, pottery, carving, artistic renaissance etc.
- (2) It would appear Mexico has very large potential hydraulic electrical power resources.
- (3) Put these two things together with another fact: Steam engine symbol of industrial development of past century. Because big, heavy, expensive to install etc., promoted concentration of population in cities,-- and, as Beard says, "Marred landscape, defied aesthetics, filled the air with smoke and grease and became the center of dull, dreary, dispiriting wastes of railroad yards, warehouses and slums."

But by electrical transmission of power and motor transportation properly used can avoid this whole dreary pattern of steam economy. What McKaye calls

"the lengthening of power belt" makes possible taking Niagara to factory rather than factory to Niagara.

Point is by taking thought Mexico on one hand may save and utilize craftsmanlike ability of people and at same time avoid what Chase calls the "murky intermediate period of reeking factories and roaring industrial districts."

A lot of "ifs" and "it would appear" and "apparently's" in above -- but this sort of thing Mexico ought to be and is thinking about.

### III. ARE MEXICO'S PLANNING PLANS MERELY PLANS OR WILL THEY BE CONVERTED INTO ACTION ?

This is one of those "on the one hand, but also on the other hand" questions.

#### a. Con:

(1) I know perfectly well that Mexicans are the world's champion dreamers, builders of castles in Spain and project makers. And their national planning scheme is certainly prize exhibit of ability to fabricate far-flung visions. There is every possibility given present lack of funds, tendency of Mexican <sup>enthusiasm</sup> to cool rapidly, and custom of changing personnel of government departments from head to janitor with each new administration, that the kind of competent disciplined and continuous effort necessary to achieve national plan of Mexico even vaguely comparable to, let us say, regional plan of New York will not be forthcoming. I

have no illusions on this score.

- (2) Nor do I labor under illusion that if plan were ever made that Mexico ( or for that matter any other country) will at all times, or even most of the time, make its policies and attempt to settle its problems solely on basis of cold facts and figures. Human nature and politics being what they are, social prevision founded on research, investigation and plans, will not for many years, and perhaps never carry as much weight in affairs of state as other more subtle and less tangible considerations.

b. Pro:

- (1) Planning movement is actually alive and kicking. Represents an honest and sincere attempt to conceive Mexican problems in terms of Nation as a whole. Has backing of leaders Almazan, Sanchez Mejorada, Montes de Oca, and President Ortiz Rubio himself -- to mention only a few.
- (2) Planning and action on basis of planning is actually under way - Acapulco, - Vera Cruz; monographic studies which I have helped get under way, transportation problems.
- (3) Mexico has highly centralized government - this may have real bearing on carrying out National plan: My meaning here implicit in story told of certain general in northern Mexico who was sold on city planning idea and was told that property owners objected to have

a street cut through certain part of city. So after warning people to vacate houses, calmly turned the heavy artillery in desired direction and very shortly the street was ready all except the paving.

Story is undoubtedly apocryphal but I think you see the point.

#### IV. CONCLUSION.

1. Moisés Sáenz, one leaders in Mexico's educational renaissance, stated recently in a public lecture:

"Thinking and talking about ourselves seems to be a characteristic note of the last ten years in Mexico. Self-examination and self-appraisal. In a sense we are discovering our world. Discovering in that we are trying to think clearly about it, that we are trying to be objective and honest, and above all, because we are striving to set it in a different order. ....

"We want to make order in our chaos. We would like to find the ruling principle. We need postulates and principles to give authority, leaders to point the way, to guide."

Out of this self examination, out of this hunger for a new and better world has come Mexico's dream of a national plan.

The more serious and thoughtful of Mexico's leaders, faced by the challenge of the machine, by economic complexities and disorder, and by, stern necessity are becoming hard-boiled and realistically minded.

Mexico must take the bit in her mouth and guide her own destinies. The only real alternative to drift is mastery. Would

Mexico avoid factory spawned slums, the devastation of her natural resources, the enslavement of her workers? Then let Mexico take thought before these things are thrust upon her. Would Mexico conserve the good in her own culture and stem the inflowing tide of the false and meretricious elements of alien and exotic ways of life? Then let Mexico tear down the high walls of ignorance and nescience and open wide the way for free expression and the development of national consciousness. Would Mexico be politically effective? Then let Mexico become economically efficient. Would Mexico save her soul? Then let Mexico fight fire with fire and build strong the bulwarks of nationhood.

These are the questions which the more far-sighted of Mexico's leaders are asking and these are the answers which they are making.

Wouldn't it be funny if while we in the United States continue to flounder about and muddle through, Mexico under her new National Planning Law should become a planned Mexico, an orderly nation, developing and growing along lines and in ways predetermined by careful and objective studies?

Wouldn't it be funny if while the Colossus of the North should continue to thresh about stumbling and blundering from pillar to post without direction or purpose, our much derided neighbor to South should realize the dream pictured by the President of Mexico's National Railways, Sánchez Mejorada, when he said in the keynote speech of the First National Planning Congress:

"The object of this congress is to work to organize the national unit that we are, to establish with clearness our problems, to define what we wish to become, to determine our national desires in every field and to define the paths which we must follow to reach them; in a word, to plan a unified, homogeneous, amiable, beautiful and smiling Mexico for all Mexicans; an independent Mexico, respected and prosperous, where a man's life may be ample, full of noble interests, worthy, and as happy or happier than in any other part in the world.

"The first idea, the dominant thought which has presided in the convocation of this congress, is that all intelligent and disciplined peoples are masters of their destinies; that these destinies may be defined and realized; and that to achieve all this it is necessary to know one's own qualities and defects and to plan the future taking both into account.

"In other words, that nations, like individuals, must be guided by the wisdom of the moto of Barreda: KNOW IN ORDER TO FORESEE; FORESEE IN ORDER TO WORK."





# PERCENTAGE OF DISCOUNT OF MEXICAN SILVER PESOS FROM MEXICAN GOLD PESOS.

65%

60%

55%

50%

45%

40%

35%

30%

25%

20%

15%

10%

5%

