

*Company of Young Canadians Act*

The Government had not decided precisely what it thought this organization could do. It had not thought through the functions it would perform and had not set the qualifications of the volunteers who would be taken on staff. As a result, this company has been in trouble ever since its establishment. The fact that it was politically close to the Prime Minister and the Liberal party can be proved very simply by considering the original board of directors. This board functioned right up until a few months ago. On this board from the Prime Minister's office and the Privy Council was Mr. R. J. Phillips. I believe he was the person who originally thought of this idea. Also on the board was Mr. Lalonde, one of Mr. Pearson's principal advisors and now the principal advisor for the present Prime Minister (Mr. Trudeau). Mr. Tim Reid, a member of the provincial parliament of Ontario and a Liberal was also a member of the board of directors. These people were on the board from the beginning and most of them served until the end.

Right from the beginning, complaints were made public and privately about the difficulties the company was experiencing. There were also complaints about problems regarding organization and a lack of a spelling out of company programs and concepts. One of those who expressed the earliest reservation was Douglas Fisher who, in a column which appeared in the *Toronto Telegram* some years ago, said that this was a group which rejected structure organization and discipline, expertise and professionalism. He went on to say.

• (4:40 p.m.)

It seemed to me that this could be a pooling of ignorance in the magic name of youth, using the critique of society and the methods of the New Left.

That was on August 4, 1966, more than three years ago. That was said publicly. Privately, the government had the same information. On the original provisional board was a representative from Halifax, Mr. Lloyd Shaw, whom I am sure most members from the maritimes know. He came to Ottawa in early 1966. He visited me and expressed in some detail his disillusion with the way in which the company was operating. Because I, like other members of my party and all members of Parliament, believed that the idea of establishing the company was a good one and because I did not want to make the information he gave me part of what might be considered to be partisan politics, I did something which for me is not usual. I arranged to meet with Mr. Phillips who is now in the Privy

[Mr. Orlikow.]

Council and was then on the board. We spent more than two hours discussing the things Mr. Shaw had told me and things which someone who had come from Winnipeg to be on the staff of the Company of Young Canadians had told me. Mr. Phillips listened to me and told me that some action would be taken. No action of course was taken.

Again, Mr. Shaw came to see me in January or February of 1966. He came with the intention of resigning from the board because of its incompetence. I suppose I made a mistake; in retrospect, I am sure I did. I persuaded him not to resign at that time in the hope that Mr. Phillips and others could get some action taken. Mr. Shaw waited. No action was taken and he resigned in, I think, July of 1966. His letter of resignation to the Prime Minister, in which he spelled out his reasons for resigning, was marked confidential and I have no intention of quoting from it, but when he spoke to me first I did make some notes of the difficulties he saw. I have those notes and I should like to put them on the record to make clear that the things which the committee dealing with this problem heard last month were known or should have been known to the government three years ago. It is an insult to the Canadian people that the government took no action to straighten out matters concerning things which were known about the company at that time.

Here are some of the things Mr. Shaw told me. He said that very few of the projects which had been established were successful. He mentioned that many at that time had already folded up. Many more of course have folded up since then. He said there was no method in choosing the projects. Members of the committee will, I am sure, agree, having heard a great deal about that almost three years later. He said the project organizers were being asked to function in unstructured situations. If they were to be successful volunteers were required who had a great deal of experience and training, which experience none of these volunteers had. In other words, the projects were doomed to failure almost from the beginning. He discussed the continuous deadlock between the staff, the volunteers and the central staff, meaning the directors. Does that sound sincere to the members of the committee? Three years later the situation was still the same. He pointed out that when the permanent council was set up the appointment of 10 of the 15 members