

As one who has had a good deal to do with the arts and artists over the last 30 years, I must confess that all too frequently few of them are gifted with the kind of managerial skills that would make them, except in rare and exceptional cases, the kind of people who would operate a \$36-million or \$40-million centre. As I see it, the weakness of this bill is that section 6 does not make provision for the separation of the director of operations and the artistic director.

Section 6 reads:

(1) There shall be a Director of the Centre to be appointed by the Board to hold office for a term not exceeding five years.

(2) A person appointed as Director is eligible for reappointment.

That is satisfactory. The point I want to make is that this person is to run a big corporation, and, first and foremost, he should be a businessman and, particularly, a businessman who has a sensitivity towards and an appreciation of the arts. I think this would have been a stronger bill had it made provision for dividing the position of the business officer and the artistic director, but that can probably be done later.

Section 7 (1) provides that:

The Director is the chief executive officer of the Corporation, and has supervision over and direction of the work and the staff of the Corporation.

I am only emphasizing this, that in selecting the person who will be the director of this corporation under the board, it will have to be recognized that he is running a big and very complicated business, a business that calls for a sensitivity towards and an appreciation not only of the place of the artist in the community and in this corporation, but also of the box office appeal, if you like, because this could be a regular sink-hole for money—and we have made a fairly good start in spending a lot of money already. I would like to write the job specification for this director, because I think that it a vitally important. However, there will be competent people on this board who, I am sure, will do that. I do want to underline that this person, in addition to having an appreciation of the arts and their place in the community, must be a first-class businessman.

The second observation I make is that the building of a magnificent centre, no matter how many millions of dollars we pour into it, is not the most important thing—the most

important thing is what we do in that centre. Again, unless we have the proper kind of businessman at the head of this corporation, the organization of tours, the sponsoring of companies, and so on, could be a squandering of untold millions of dollars. It would be a good thing for Canada to spend substantial sums on the arts because she has been backward in this area in comparison with other countries; but once we build a magnificent centre in Ottawa—and let me say I am delighted it is going to be here—let us not become complacent and think that is the end. That is only the beginning. It is the quality and diversity of programs we put on, not only in the centre, but which we send out on the highways and byways of Canada, that is important.

I simply underline these as two very important principles that have to be kept in mind in consideration of this bill.

Hon. Allister Grosart: Honourable senators, we have had a very full and excellent explanation of the bill from Senator MacKenzie. I need hardly say that he has anticipated almost everything I had intended to say. I am not surprised at that, because he was doing that to me 40 years ago when I was a student of his at the University of Toronto.

Hon. Mr. Connolly (Ottawa West): He pretty well trained the Senate, I would think, before he ever got here.

Hon. Mr. Grosart: I thank the Leader of the Government for saying "well trained," because I understand Senator MacKenzie has some other views on that subject.

Forty years ago this summer I was celebrating my first escape from his class. Next year I would have thought I would be celebrating my final escape, but here I find myself, years later, in the position of listening to him make an exposition and then being required to make a statement of my own with him listening critically. All I would ask of him is that he show the mellowness which has overtaken him over the years, and give me better marks than he did the last time.

Like Senator MacKenzie and Senator Cameron, I have followed the developments of the last few years that have led up to this bill. I welcome it because I welcome the great national arts centre that it will make possible. I agree with Senator Cameron that the real difficulties will come when the director and the trustees are faced with the great problems of maintaining this very expensive