

opment of our nation, so, too, in its own way, did the national policy.

To date in the twentieth century we have witnessed a steady expansion of the role of government in Canadian society arising primarily from the fact that government has been striving, and is still striving today, to insure the realization of objectives which are not only economic but social as well. My purpose in making this point is to indicate the extent of the involvement. I believe there is a very wide consensus in this country about the goals which government should ultimately pursue. There is much less unity on the question of the methods by which government realizes its objectives and the instruments of participation which it utilizes.

There is a growing feeling—and I have sensed it many times in the brief period during which I have been a member of the Senate—that the present devices of government participation are not always adequate for the tasks at hand. This feeling, I believe, stems from the fact that the Canadian nation has reached a complex and sophisticated level of development. The economy, for example, has rapidly become highly diversified and in each sector and in each region—and indeed within each sector and region—are circumstances and situations which are unique, and perhaps non-recurring. Our social composition is equally mixed, being a cross section of peoples and occupational groups, each with their particular characteristics. It is not surprising therefore that there is a need for new approaches in government policy and procedure, and these new approaches are very much indicated in the Speech from the Throne. No longer can one legislate a general principle into law and assume that its application will be beneficial merely because the principle is. The divergencies in our society are too intense for this easy solution. The result is more likely to be some inequitable application and subsequent dislocation. The Government has the tools for realizing its ultimate objectives. These tools are familiar to all of us and include such concepts as monetary policy, tariff policy, and fiscal policy, in addition to its power to make law.

My major point is that, in addition, the Government must develop, and quickly, if the historic balance between the public and private sectors of our nation is to be preserved, a strategy whereby these tools will be used in a manner which will be effective in our modern circumstances. An example of such a strategy is the proposed setting up of a special secretariat under the direct control of

the Prime Minister to co-ordinate a new program of economic and welfare legislation in a broad campaign to abolish poverty and equalize opportunities for all Canadians.

Therefore, in essence, I say that we can, through constant effort, create a relatively efficient government, and that it can be adjusted to the Canadian and world social scheme, but if Canada is to forge ahead its government must be concerned with strategy and effectiveness. No amount of planning can foresee world events, and at this particular time when the United States and Britain are both endeavouring to put their international finances in order, certain external strains over which we have no control may be imposed on the Canadian economy. It is possible that these or other strains, which can neither be foreseen nor forecast, may restrain the present substantial growth in our economy. It is for this reason that at this particular time great courage, flexibility, imagination and creation are needed by the Canadian Government. This is not to say that long-term planning is an undesirable feature, but I do say that it should be tempered by considered judgment and strategy on both a short and long-term basis.

I am, therefore, suggesting that there must be a quality of entrepreneurship in government, and I actually prefer the substitution of the word "strategy" because it has a specific concern, and that concern is effectiveness. Effectiveness is concerned with doing the right things—it is concerned with what things to do and with their priorities of action. It is essentially the acceptance of change as an opportunity.

In closing, I note with interest and gratification the inclusion of many proposed measures in the Speech from the Throne that do indicate the present Government is concerned with and is proposing to enact measures which are calculated to have effective results. Such a measure is the automotive agreement, which reflects and embodies the principles which I have been discussing. This agreement is a modern and comprehensive approach to a matter of great national concern, as it affects a most substantial portion of Canadian industry. Such measures as this reflect great credit to the present administration.

Honourable senators, I have great honour in seconding the motion for an address in reply to the Speech from the Throne.

Hon. A. J. Brooks: Honourable senators, I take this opportunity to congratulate both the mover and seconder of this motion on their