

This turbulent decade had marked effects on how we view international institutions, and on how we make use of them. Old institutions creaked with an overload of demands and rhetoric. New groupings burst into life. Some Canadians wondered whether this country or the institutions we helped build after the war still counted for very much in a new world.

That period of doubt is over. In my view our interests and our influence are global, and our diplomacy is among the most modern and innovative in the world. We have learned that the real art in managing our current international relations resides in skillful deployment of our resources among all the available channels -- broad multilateral, plurilateral, bilateral. We have a tremendous stake in performing this balancing act well.

In the current world, we have to be adept -- as a considerable power -- in forming fluid, issue-specific working relations with other countries. We have to draw upon our wealth of affiliations, forming coalitions of common cause as the need arises. This means targeting the most appropriate organizations and being very clear about our agenda. Perhaps the newness of the "New Internationalism" resides partly in this -- the unprecedented imperative for multiple but highly selective initiatives, the weaving of coalitions in an increasingly complex web of institutions.

We have been placing special emphasis on the smaller or restricted forums in which we enjoy membership. This is where some of the most creative institution-building and refurbishing of recent years has occurred. We have made maximum use of our remarkable range of connections that history has given us to participate in this process. There is simply no other country in the world that belongs to this particular combination of restricted forums: Summit, OECD, G-7, Quadrilateral, NATO, Commonwealth, La Francophonie. No other major power has our institutional reach.

Let me speak of two of those institutions tonight: Commonwealth and the Economic Summit. My own real exposure to the Commonwealth began in Lusaka in 1979. That was a summer of three international meetings - the first Tokyo Summit, the Lusaka Commonwealth Conference, and the meeting in Havana of the Neutral Non-Aligned. Many countries went to two of those meetings. No one was at all three. Tokyo and the Havana meetings were, in effect, at different ends of the