

being well governed than they will care whether any particular group of men are charged with the executive duties of government.

No word has been on the pen and on the tongues of men in the last two years so often as Democracy. This means something. There are some who believe it means the shaping of policy by the ignorant, with administration by the incompetent. I think it is more than a mere impulse, more than flattery of the people who will go to the polls. I think it will so shape itself **that the people will denude and competence from a government and in return will give confidence to a government** if they are satisfied that it is doing the best it can under circumstances of which they are fully and fairly apprised. This has been the history of the last four years—indeed as far as I know, it has been the history of the last forty years. I have taken upon myself to suggest various means by which I think this condition of mutual confidence and of greater effectiveness can be brought about. It is only mechanical. If they are good at all (to quote the British report): "Their practical efficiency will depend upon the zeal and discretion with which they are applied from day to day by Parliament, by Ministers, and by the officers of Departments, **the living forces whose spirit is essential to any form of government that is more than a machine.**" The old leaven will continue to work, human nature will not change materially, but the peoples of the Allies have shown that they can respond to a great call. In the conditions which the people of Canada will have to meet, there will be a great call, for failure to deal with critical problems which are pressing for solution, means disaster, and indifferent success or deferred success will mean much material loss, and in addition, an impairment of the reputation which this country has won.

The people of Canada are accustomed to united action, to organization in their social, their political, their business life. I feel certain, therefore, that whether the suggestions I have made, meet or do not meet with approval, that the time will come when the people of Canada will not tolerate in its government a degree of efficiency falling far below that to which they are accustomed in any other form of corporate action.