

Looking Back on the Future

Looking Back on the Future

Fred G. Thompson

The futures movement through the eyes
of a Canadian futurist
from the late 1960's
through the early 1990's

A personal journey

FUTURESCAN INTERNATIONAL INC.
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Looking Back on the Future

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"If this Environmental Revolution succeeds, it will rank with the Agricultural and Industrial Revolutions as one of the great economic and social transformations in human history."

**Brown, Lester R., *State of the World 1992*, a Worldwatch
Institute Report, W. W. Norton & Company, New
York, NY., 1992**

Introduction

The purpose of this book is to document the story of the futures movement as I experienced it in Canada and other countries, over the period between the late 1960s and early 1990s. However, I did not want this to be just a strict documentary; as such it is not complete; I may have left out some significant events and people; but I wanted the book to be readable and fun! So I have told the stories as a personal journey and included the names and stories of a lot of people and organizations. In this way it will hopefully be both factual and interesting, if not occasionally opinionated.

The manuscript was done on one or another of my computers. I took a laptop wherever I went over the year of writing, and typed in the car, on the beach, in the motel, or even at home! I had the good fortune that my father persuaded me to take a typing course when I was at university, and it didn't pay off until word processing on the computer was invented. Now I find it hard to write by hand any more! and I love working on the computer. So, writing this story of my involvement in the futures movement has been a real joy.

The book is addressed to those who are interested in the future of this planet, and those who have been active or on the sidelines of the futures movement, whether in Canada or in other countries. For those outside our country it may show how we did it, and might provide some insight on the way to go.

What is the futures movement? Perhaps a word on that is in order. It is the concern that people have for the future of life on this finite planet. It is the multi-disciplinary study of environment, population, technology, economic

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impact, food supply and all those concerns that over the longer term will have a major impact on all of us. The benefit of these studies, even though they may look pessimistic, is that by being aware of the potential dangers, we can act in time to improve and prevent the worst from happening. People ask me, after talking about these dire prospects, "Ok, begins pessimistic story of the early days of the Ottawa Futures Society, then goes on to list some of the future organizations in Canada, and outside Canada."

I have mixed the work experience in Economic Council, Canada Post and the Privy Council with descriptions of some special events like Sudbury 2001, a conference on the future of Europe, and included personal adventures related in one way or another to the futures activity.

The largest section, and the one on which I have a lot of information, is the Canadian Association for Futures Studies, and their journal *FUTURES CANADA* with which I was intimately involved over its total life. Or maybe even it has a future! We'll see.

Then I have concluded with a section "Reflections and Directions" in which I have tried to gather the implications and meaning of the whole story from the beginning. Was it all worthwhile? and what of the future, of the futures movement, and the world in general? That is a lot to think about, and there is a lot of opportunity there for people to get involved.

Remember when you are reading this story, that I am telling it from my point of view, and it is interspersed with personal anecdotes which I feel are part of the futures story. Enjoy!

F.G.T
October 1992.

Section 1

FUTURES ORGANIZATIONS

IN

CANADA

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Chapter 1

The Ottawa Futures Society

In telling the story of the futures movement in Canada, I think it is safe to say that the Ottawa Futures Society was one of the first of its kind in the country. It was a very loose organization, as you will see in the following narrative. However it performed the necessary function of helping people to become aware of the issues of the long term future. The story begins, therefore in the early 70s in the city of Ottawa, Canada.

Bob Boase, then of the Bureau of Management Consulting in the federal government took the list of Canadians who had attended a World Future Society General Assembly in Washington in 1971 and invited them to a meeting to form a local futures group. David Haggarty, of the federal Department of Regional Economic Expansion, offered to help Boase in this effort. They identified themselves as the Ottawa Futures Society, although they could have become a chapter of the American-based World Future Society (WFS). They decided to operate on a very simple basis, with no by-laws, no officers, no membership fee, but just a mailing list of interested people. Boase was motivated by wanting to share the many resources available from the government among those interested in futures-oriented topics. Accordingly Boase and Haggarty acted as the information centre for learning of possible speakers and topics among the many resources of the federal government. When prominent consultants or experts came to work for a government client it was often understood that they would make themselves available to deliver a presentation on their expertise to the members of the Ottawa Futures Society. Boase and Haggarty, when hearing of such opportunities, would send out a mailing to the list, using the facilities of their employer, at no direct cost to the Society. It was possible then to operate the service with no overhead, therefore there was no need for a formal organization with by-laws, officers and membership dues. Meetings were held in different locations, as the various departments had meeting rooms available. When they got tired of getting permission to meet in federal offices, they arranged for space at other premises, such as the Ottawa-Hull Naval Association on

Victoria Island.

However, such a loose arrangement was fragile, and depended on the energy and initiative of the self-selected leaders to maintain the momentum.

Boase tells of the time they decided to leave off a piece of critical information, like the date, from the announcement of a futures meeting. This annoyed many recipients, who phoned in to record their objections, but it was done on purpose to find out how many might be coming to the meeting!

The Ottawa Futures Society operated this way quite successfully for several years. Ted Gordon, president of his own consulting company in Connecticut, "The Futures Group," was the speaker at a meeting held in a Senate meeting room in December 1972. Gordon, with Olaf Helmer, founded The Institute for the Future and had developed a number of technological methods of futures studies including Cross-Impact Analysis. They were in the process of operating a "trend analysis" project, scanning the current literature with an input of some 2,000 items a month of items with any content of forecasting. Some years later John Naisbitt ran a similar scanning or trend analysis system and on the basis of that experience wrote his best seller "Megatrends."

Vern Atrill, Chairman of The Great Plains Project in Regina, spoke to the Ottawa Futures Society in March 1973 and was the great dream merchant! He told of their research into the feasibility of transporting crude oil from the Arctic to a southern access point by huge airplanes. The 35 shuttle planes required would be far larger than was available at that time; they would have 12 engines and 52 wheels and be specially designed for the task. When someone from the National Research Council heard of this idea, he mocked up a model and tested it in their wind tunnel. He concluded that the bird would fly, but the wings, being full of oil, would flop around like a rubber duck. He took this information to the meeting!

When the original idea of a research organization to be called The Great Plains Project, based in the prairies, was broached to the Prime Minister - Pierre Trudeau - he responded with:

"Yeah, go ahead . . . get a bunch of guys together . . . "
and so they did get a good "bunch of guys" together, including Richard Rohmer, Bob Blair, and some 50 other prominent people with access to considerable funding. They had a number of other projects they were

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looking at for the development of the West and North.

So, Boase and Haggarty were doing a fine job in bringing interesting people to the futures oriented people of Ottawa.

He continued with such speakers as:

- Dr. Murray Turoff (March 1974) of the Newark College of Engineering to talk about his work on technological forecasting, particularly the Delphi inquiry system. Turoff later was associated with the New Jersey Institute of Technology in the development of computer conferencing. (I was actively involved in his Electronic Information Exchange System [EIES] for computer conferencing several years later)

- Howard Perlmutter (June 1974) Professor of International Business, University of Pennsylvania, to talk on "Futures and Multi-National Corporations"

- Members of the Science Council staff (November 1974) to discuss their recent report No. 30 "A Technology Assessment System." Panelists included:

- Roger Voyer, Science Council and co-author of the study
- Victor Taylor, Energy, Mines & Resources;
- Peter Charsley, Datacap Ltd.
- Clive Simmonds, National Research Council
- Larry Day, Bell Canada
- Stafford Beer, recently back from his great political experiment in Chile
- Eric Trist, from York University, Toronto, on the human factor at work
- Bob Fletcher, on The Ark in P.E.I.
- Professor Keio Izumi, on the pioneering experiments with LSD in Weyburn, Saskatchewan

At the end of 1974 a group of us, including David Haggarty and Saul Silverman (a consulting political scientist in Kanata) met to consider holding brown-bag luncheon meetings of the Ottawa Futures Society, to discuss specific themes of futures orientation. This was planned for the Spring of 1975. Several were held in the rooms of the

Ottawa Public Library and were quite successful.

In January 1975 Sergio Sismondo, Director of Newstart in New Brunswick, spoke to the Ottawa Futures Society about the social research they were doing on the subject of fighting poverty. The Newstart program was an initiative of the federal government to encourage research and employment in the regions of Canada where economic growth was low.

However, about this time Boase's efforts were turned over to David Haggarty and then Haggarty became too busy to carry the responsibilities of the Society and wanted to turn them over to someone else. I offered to take up the challenge and organized the meetings for the next two years. During this time, I was fortunate to be able to get some excellent speakers with attendance at these meetings varying from 20 to a high of 75.

Edward Goldsmith, editor of *The Ecologist* journal published in England, was the speaker for the Ottawa Futures Society meeting in November 1975. He was a very interesting person having just come from New Zealand where they were active in getting a member elected to parliament representing the equivalent of the Green Party. He also worked on the project Atlanta 2000, and authored the work "Blueprint for Survival." He was in town to work on a contract for Bob Durie, Director of the Advanced Concepts Centre in the Department of Environment.

Strathmere Growth Centre was the scene of one of our most successful meetings. I was trying to think of innovative types of meetings of the Society to keep up interest, and this one was a winner. We announced to our mailing list, a meeting at the Growth Centre, a large stone farmhouse a few miles south of Ottawa in a rural setting, with buffet dinner and a program of "Alternative Life Styles." The subject was a popular one at the time - and still is - so it attracted double the number for which there was space. So we held two similar meetings a month apart. Three speakers led the discussions, as 25 people sat around on cushions on the floor:

- Grant Maxwell, of the Social Affairs Office of the Canada Catholic Conference, talking about the Canada-wide questionnaire he conducted asking people their views on the future
- Mike Nickerson, featuring the life-style and spiritual move-

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ment Bakavi

- Jerry Steinberg, a freelance consultant on dream training and dream therapy, who had lived alternative life-styles, ashrams and kibbutzim

It is unnecessary to say the meeting was an active and interesting one - with such a speaker roster it could hardly help but be successful. The environment of the Strathmere Growth Centre was an important ingredient to its success. The centre was operated by Alex Sim, a sociologist who had worked on the project "Crestwood Heights" about suburbia around Toronto, and his partner Barbara Dean.

The best attended meeting was held in the Bell Canada lecture room in their Elgin Street offices in Ottawa in April of 1976. Kimon Valaskakis of GAMMA in Montreal came to speak to us with his support team of Peter Sindell and Graham Smith. GAMMA was a think-tank group headed up by Valaskakis at the University of Montreal. They had a contract with a group of 16 federal Departments to look at "The Implications of the Conserver Society in Canada." This project had an advisory or Core Group headed by Arthur Cordell of the Science Council. This was a massive project and considered such aspects as "doing more with less," recycling, and full pricing considering externalities and waste recovery. Eventually a pocket-book was published based on their rather large two volume report.¹ Those attending represented the substance of the futures group in Ottawa, and for the record, a list of these people is shown in Appendix 2.

In the Spring of 1976 Ray Bouchard was asked to head up the Society. However by Fall he found he couldn't put the time and energy into it and at our meeting in early November he had to hand in his files. I picked up the gauntlet and we operated this way until April of 1977. In the meantime the meeting we had planned for November on science fiction went ahead.

Brian Fraser, a science fiction writer, spoke at the Futures Society meeting on November 16, 1976 and got very good press releases. Fraser was then giving a series of seminars at the University of Ottawa on science fiction. As quoted in Ottawa's *Sunday Express* (Dec. 5, 1976):

"According to Mr. Fraser, science fiction can also provide us

1) Valaskakis, K., Sindell, P., and Smith, G., *The Selective Conserver Society*, GAMMA Institute, Montreal, 1977.

with unique insights into our own society. 'When a story is written from the viewpoint of a visitor from Mars none of our customs can be taken for granted.'

He gave us a new viewpoint on ways of looking at and speculating on the future.

Another interesting meeting was held in January 1977 with two speakers:

- David Crenna, of Central Mortgage and Housing, speaking on The Future of the City, and
- Bob Fletcher talking about The Ark, the environmental experiment in effective housing in Prince Edward Island.

Crenna said that they were basing their policies on a stable population in Canada in the 1990s of 35 million. In hindsight it appears that this was an overshoot of the target. He was expecting much higher immigration than we have experienced in the intervening years. Population in Canada as of July 1, 1991 was 27,023,100. Forecasting can benefit by looking back on earlier estimates and finding why such variations occur.

Bob Fletcher had been working with the Department of Environment and New Alchemy Institute of Woodshole, Massachusetts in the development of The Ark. He described this experiment in bio-energy housing located at Point Spry on Prince Edward Island. I had the opportunity of visiting it in the summer of 1978, and have written the story more fully in another chapter.

Bill Dyson, Director of the Vanier Institute for the Family, brought a team from the Institute to present the subject "Reshaping the Home of Man - Lifestyles in Transition" to the meeting of the Society in February 1977. The team included Bill Dyson, Alan Mirabelli, Jim Anglin, Yannick Morin and Bob Glossop. In the world of rapidly changing lifestyles the Vanier Institute had shifted from the word "family" to "familial relationship." As they said, everyone needs a network of people, and although this is usually the traditional family, now more and more people are living together in "familial relationships."

We had two interesting speakers again at our April 1977 meeting:

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- Dr. Vic Solman from the Canadian Wildlife Directorate of the Department of Environment, speaking on “The Future of Wildlife in Canada”
- Dr. Hendrik Weiler, an oceanographer from the same Department

I had known Vic Solman for some time and I never knew a more engaging and information-laden talker, who knew his subject in great depth, and loved to talk about it. He discussed in detail the future of wildlife as a major source of food. He felt that the politics of food would become a critical issue in the global future.

Hendrik Weiler pointed out how the fish stocks were declining on a world basis and that the issues of the future were preservation, conservation, restoration and augmentation. Weiler was one of the scientists who was trying to get the word out to the public and political bodies about the way our food supplies were being depleted, and needed to be dealt with. (Yet it has taken 15 years for political action to be taken to restrict fishing off Canada's Atlantic coast. However, without these early warnings, the action might have been delayed until restoration would not even be possible.)

That was the last meeting of the Ottawa Futures Society in that period of time. Later, efforts were made to revive the Society but met with no real success. My own energies and efforts were at that time being directed to the activities of the newly-formed Canadian Association for Futures Studies.

Pierrette Matthews put forth valiant efforts in 1990 to set up an Ottawa branch of the World Future Society, but not enough dedicated people could be found to carry out the responsibilities of the group.

Chapter 2

Futures Organizations in the Federal Government

The federal government began to take an interest in futures studies in the early 1970s, first with the Science Council, then with the Senate Special Committee on Science Policy. Later, the various departments and then the Economic Council followed up this interest over the next 10 years.

Dr. Omar Solandt, president of the Science Council of Canada, can be credited with the first proposal for a futures organization in Canada in the Council's annual report for 1971. In this report Solandt stated:

“I would therefore, propose that the federal government immediately begin to plan for the establishment of a Canadian institute to conduct studies of long-range policies . . . and call it Futures Canada.”

He went on to say that the Science Council would be willing to undertake some preliminary studies, although it should not operate the function, and continued:

“I would strongly urge that Canada take the initiative on this proposal now, and move to create the new organization I have recommended.”

Those were brave words but I have no evidence that any concrete steps were taken to follow up on these recommendations. However, not long after that, the Senate set up a Special Committee on Science Policy that made similar recommendations.

The Senate Special Committee on Science Policy

Senator Maurice Lamontagne was chairman of this Senate Special Committee on Science Policy. In their report issued in 1972

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(Volume 2, page 407) the Committee made the following observations:

“Canada certainly needs, as a start, a lookout institution that is broadly based and that can examine economic and social matters and questions raised by science and technology; in short a centre that can survey the whole panorama of human activity as it may develop in the medium and long-term future in Canada, with an eye on the world framework.”

Towards that end they made this recommendation:

“The Committee recommends, therefore, that the Economic Council should enlarge its activities and establish a special Committee on the future . . .”

This recommendation was partly effected, but not for another 2 years. The Senate Committee then made a further recommendation in the same report:

“The Committee, therefore, recommends that the Senate sponsor a conference for the purpose of establishing a Commission on the Future whose responsibility would be to help as many private and public organizations as possible to forecast and build their future not only in isolation but together.”

Again, brave words, but no conference ever transpired. As I mentioned, I was at the Economic Council at the time, and we did make a start at holding such a conference in collaboration with Senator Lamontagne’s Committee. I met with the Senator several times; we drew up an agenda and began to recruit expertise to address the event. However, at the last moment, the Senator did not want to proceed and withdrew his support and sponsorship. I understand from one of his advisors that Lamontagne felt that the Prime Minister was not in favour of the idea and, even though the money was available from the Committee, he decided not to go ahead.

In a later unpublished report the Senate Committee, not willing to proceed with the suggested conference, decided to put the ball again in the court of the Economic Council. They reported that they “considered the feasibility of establishing what we called a Centre for Future

Studies . . . located for a trial period within the Economic Council.”

The Economic Council was listening and accordingly, the Annual Report of the Economic Council for 1973-74 shows a “Long-Term Future Group” headed up by Dr. André Barsony.

So, the Senate Committee’s recommendations did have some effect. However, in the Economic Council’s Annual Report for 1975-76 it stated that the Long-Term Future Group was converted to a new group on International Development. With its winding up, it noted that the concept of a longer term horizon was now to be regularly incorporated in the Council’s future work. And this was good to see, as I found that economists were characteristically reluctant to extend their trends beyond five or so years.

When Senator Lamontagne cancelled his support for a futures conference, he was probably reading the Prime Minister correctly, feeling that the Prime Minister didn’t want the Senate to get involved directly in futures activities. However, in a reply to the recommendations of the Senate Committee, Prime Minister Trudeau wrote to Senator Lamontagne (February 21, 1975) suggesting that the responsibility for futures tasks “which you have so well defined” be given to the Institute for Research in Public Policy (IRPP).

Subsequently the Privy Council, reflecting the wishes of the Prime Minister, wrote Dr. Fred Carrothers, head of the Institute for Research on Public Policy, asking him to look into the development of a futures studies program.

The Institute for Research on Public Policy (IRPP)

The Institute for Research on Public Policy was the result of a study done by Ron Ritchie, a former executive of Imperial Oil of Toronto. He made an extensive search of think-tanks in other countries and came up with the concepts embodied in the institute as described below.¹

Fred Carrothers, the first president of The Institute for Research on Public Policy (IRPP), had come from the University of Calgary to do this job. The Institute, on request from the Privy Council Office (PCO), seconded Dr. George Lindsey of the Operations Research group

1) Ritchie, Ronald S. *An Institute for Research on Public Policy*, Information Canada, Ottawa, 1971

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at National Defence to conduct a feasibility study for a Centre for Futures Studies within IRPP. He reported in April 1976. John Kettle, a futurist and consultant in Toronto was also employed to advise the Institute on this matter.

What Lindsey recommended was to take a slow and easy approach to the conduct of a series of eleven projects that would look at future trends in the Canadian economy and society. A minimum project would cost about one and a third million dollars over two years, and just over three and a half million for the complete program. Within this budget was included the necessary information services such as distribution of reports, publicity, seminars and conferences. He describes it in this way:

“... it does suggest that the first venture which IRPP should recommend to the PCO should be of modest scope, more in the nature of an exploratory beginning than a Great Leap Forward. If we try a few sensible, practical, small scale projects ...”

and so on. At the time I felt that this was wise, but did not stimulate the blood. It was, I thought, risk taking at a very modest level. The report goes on to say:

“Accordingly, the projects recommended as candidates for trend analysis and futures studies, concern developments in Canadian society, and the effects on Canadian society of economic and technological trends.”

The report emphasized the analysis of present trends, and referred mostly to economic and social parameters. Issues such as energy supply, environmental degradation, resource over-consumption, world population growth and its consequences, might have been implied, but were not brought out. It did not carry a sense of urgency on these matters that now is felt by the general public and experts alike. However this was the nature of futures research at that time. Included in the set of eleven projects were:

- what things are changing most rapidly to-day
- commentaries and projections on data collected and published by other agencies

- examination of the effects of economic and technological changes on Canadian society
- growth of the public sector
- growth in the financial service industry
- reduction in the education industry
- proportional reduction of the primary and secondary sectors
- and others on subjects as trade, labour force, etc.

The report goes on to propose staffing, costs and logistics for conducting studies of this nature.

At the same time, and as a response to the Senate Committee's recommendation that a Futures Canada function be established, the Institute prepared a document outlining its concept of what a futures unit would look like. It envisioned primarily an information and public relations service which would inventory and disseminate information on futures studies, activities and programs, both national and international. This was an excellent concept of a futures organization.

So the IRPP then had two propositions on future activities. One was a relatively high-priced program of futures studies, and the other an organization for the promoting of information on futures studies and activities called Futures Canada. Now, let's see just what happened.

The futures studies program as proposed at the \$1.3 million level did go ahead, with financial help from the Privy Council Office. The Futures Canada program did not. IRPP hired four specialists for the futures studies program with these responsibilities:

- David Hoffman to lead the program, and conduct studies in the social field
- Zavis Zeman for technology studies
- Rick Clayton for studies in energy, and
- Marc Laplante for social trends

The program ran for several years and produced a considerable number of well-researched documents. (See Chapter 12)

The study program ended early in 1980 as a futures program, but continued for another several years under the heading of "Technology and Society." The overall program was completed sometime in 1983. It was generally felt that their work had been meaningful and had made a contribution to the ongoing growth and competitiveness of Canada.

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Ministry of State for Science & Technology (MOSST)

The Ministry of State for Science and Technology (MOSST) was set up in 1971 to act as an information centre and advisor on all science and technology for the federal government. They were therefore well situated to be informed and to inform on futures activities. But did they? Well, in a very modest way they did.

The Ministry set up the first Ad Hoc Interdepartmental Committee on Technological Forecasting. This was something that Abdul Demirdache and I initiated in 1973. At that time Demirdache was Director of their Technological Forecasting and Technology Assessment Division, and I was in the Economic Council. We thought that it would be useful to start an informal group of representatives of various departments of government that were either doing, or interested in doing, some form of futures activity. We preceded the title of the group with "ad hoc" because we did not want the formality of a structured and unnecessarily bureaucratic organization.

One of the early meetings of this new Ad Hoc Committee was in November 1973 where Roger Voyer spoke of his technology assessment work at the Science Council. The next year Demirdache's group put out a "Technology Forecasting News" for people in the futures network. The first issue contained the story of "Futurology in the French-speaking World" by Roland Prevost.

As mentioned above, Senator Lamontagne's Senate Special Committee on Science Policy was active about this time. MOSST submitted a document to this group November 1975 at the Committee's request, detailing the activities and responsibilities of MOSST. In this was a section on Futures Research which stated that: "... the Ad Hoc Interdepartmental Committee on Technological Forecasting... was created in late 1973." The Senator was then just setting up his enquiry on the nature of futures activities in the federal government.

Alan Raymond of MOSST was given the responsibility of operating a "Secretariat for Futures Studies" within MOSST early in 1976. At a meeting of the Ad Hoc Interdepartmental Committee in July of that year he reported on the completed survey of futures activities conducted by the Senate Special Committee on Science Policy.

Raymond wrote to all the members of the Ad Hoc Committee asking for input on their departmental futures work, and therein described his Secretariat as providing a "bibliographic, clearing house,

and advisory role.” For the next two years they held frequent meetings of this Interdepartmental Committee. In 1977 they had at least 5 meetings and workshops with attendance at each meeting of some 20 representatives of various federal departments. Some of the speakers included:

- Carl Beigie of the C.D. Howe Institute, Montreal
- Marie-Josée Drouin of the Hudson Institute, Montreal, speaking on her book “Canada HAS a Future”, and
- one by myself on futures methodologies where we developed alternate futures for Canada to the year 20

One of the meetings which was most interesting and helpful was when Anne Cheatham spoke to us describing her work as director of the Washington based Congressional Institute on the Future.

Rick Clayton and Mike Stevens followed Alan Raymond in looking after the futures activities of MOSST. Clayton carried out some comprehensive studies on the future of energy for the Ministry, and Stevens was assigned for the best part of a year to assist in the organizing of the Canadian Association for Futures Studies’ conference in 1977 in Kingston.

Eventually budgets in the Ministry were constrained and the futures activities of MOSST came to an end.

The present successor to the Ad Hoc Committee on Technological Forecasting is the “Interdepartmental Committee for Future Forecasting” (ICFF) started by Dr. Erik Solem of the Department of National Defence.

Interdepartmental Committee for Future Forecasting (ICFF)

The first meeting of the newly formed ICFF was December 6, 1984, and was opened by Marcel Massé. I was pleased to see this because Massé was a futurist convert from my work at the Privy Council Office in 1979. He was, at the time of this ICFF meeting, Under-Secretary of State in the Department of External Affairs and very supportive of futures activities in the federal government. At this inaugural meeting John Kettle, a futurist consultant from Toronto, addressed the group on “Ten Paths to the Future” and representatives

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from 14 government departments exchanged experiences on futures activities.

At their second meeting on March 28, 1985, Dr. Erik Solem then of External Affairs, was made secretary of the group, and the Hon. David MacDonald, Canadian Emergency Co-ordinator on African Famine spoke on "Long Term Trends and the African Famine."

The third meeting of the ICFF was a full one. Three speakers gave presentations including Dr. Mihajlo Mesarovic, author of the Club of Rome study "Mankind at the Turning Point." He spoke on "Foresight in Government."

These were heady meetings and served the cause of futures very well.

In the period from 1985 to the present there have been an average of four meetings a year, drawing on representatives from various government departments to report on their expertise of interest to members of the ICFF group. Also when some special person was in town, as in the case of Mesarovic, he or she was drafted as a guest speaker. Among the distinguished persons obtained in this way were:

Willis Harman of Stanford Research Institute
Karl Deutsch of Harvard University
Michel Godet of France
Alexander King, chairman of the Club of Rome
Gerald Barney of Global 2000 in the U.S.A.

Erik Solem was the spark plug and moving force of the group although he frequently delegated the formal leadership to others. Brigadier General Robert Dobson was chairman for a time; and at the present time Brigadier General Les Rowbottom is chairman.

Now we will go back to another department's activities in the futures field. The Department of Environment got into the futures business with the creation of the Advanced Concepts Centre.

Advanced Concepts Centre

In 1973, Ken Hare, the Science Advisor to the newly formed Department of Environment, was in Geneva on business for his Department when he met Bob Durie. Durie was from the Department of Energy,

Mines and Resources and was at the time taking an MBA course there. They got talking and Hare brought up the idea of forming some kind of a forward looking unit at Environment. When they got back to Ottawa they pursued their idea and set up a group to develop futures activities. They called it The Advanced Concepts Centre.

I like the expression they used to describe the unit in French, and its literal English translation: "Centre for Speculation on Things to Come."

They had no specific terms of reference, except as implied in their title. From the beginning it was felt that their unit would have a useful life of about 3 years. And that was about how it worked out. However, in their three years, they accomplished quite a bit of interesting work. An example of one of their more interesting projects is told in the story of "The Ark."

The Ark

Early in the life of the Advanced Concepts Centre, a consultant working for the Department of the Environment got in touch with Bob Durie and told him he must see the video he had just seen showing the work of Dr. John Todd, a Canadian who was now director of the New Alchemy Institute of Woods Hole, Massachusetts. Durie was so impressed with what he saw that he organized a seminar and brought up John Todd to lead it. A number of concerned people attended including Andrew Wells who was at that time entrusted with an environmental program for the province of Prince Edward Island, and worked closely with the premier, Alex Campbell. After the seminar Bob Durie invited the key people up to his house for dinner, including Todd and Wells. Around the table they got around to discussing the impact of Todd's work and thought they should create some such experiment in Canada. Wells, being from P.E.I. and a close associate of the premier, suggested that his province would be a good place to set up "something". That something turned out to be an experiment in the design and operation of an energy-efficient house, environmentally friendly, producing much of its own food. And from that beginning was born "An Ark for P.E.I."

Original funding came from the "Habitat" budget, since The Ark was an innovative form of shelter, and the land was provided by the province. Design then went ahead and the "New Alchemy Institute

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(P.E.I.)" was formed. A contract was signed between the federal government and the New Alchemy Institute and signed on September 17, 1975. Ground was broken for the structure on October 16th that year on the property at Point Spry on the east coast of Prince Edward Island.

Construction was pretty well completed by the fall of 1976 sufficient for the opening ceremonies. Michael Kirby at that time was close to Prime Minister Pierre Trudeau and he became interested in what they were doing in P.E.I. He talked to Trudeau and got him to agree to officiate, with the premier of the province, in the opening ceremony which was planned for September 21, 1976. The prime minister arrived at Point Spry by government helicopter in a blaze of glory and gave a very brief but impressive address. Bob Fletcher, the representative for the Department of Environment on the whole direction of the project, was so impressed with the Prime Minister's talk he asked who wrote it for him. The answer he got was that Trudeau made it up on the spot. Trudeau was so interested in what The Ark was all about that he did not leave right away but he hung around for an hour looking at every aspect of it. He was heard to remark that it would be the kind of place in which he and Margaret might retire.

The primary purpose of The Ark was to develop a live experiment in a family housing unit that maximized energy conservation, food production and effective waste disposal, all in one building. Consequently the unit included large windows with southern exposure, solar collector panels, rock heat storage, a greenhouse, aquaculture, fish tanks and windmills to generate energy. The large fish tanks were placed under the south-facing huge windows to absorb heat during the day and dissipate it through the house during the night. An earth berm was provided to shelter the building from the prevailing winds; and sophisticated windmills with automatic feathered blades were set up to generate electricity.

I was vacationing in the Maritimes that year and with my friend Lorna Seaman, who herself lived in a solar house near Kingston Ontario, we decided to visit The Ark. From preliminary phone calls we heard that it required an appointment to visit the house. But we didn't have time to do this so we drove the 65 kilometers and took a chance that we would be given a tour of the facilities.

They were surprised to see us, and not prepared to conduct a tour. But the person in charge who was the resident there, Nancy Willis, took time off to show us around. What we did not know at the time was that

the residents of The Ark had a lot more to do than keep house and show tourists around, since they were operating a serious experiment and this took a great deal of their time.

Our conclusions were that this was a noble effort and deserving of support and continuity. Seaman's house on Amherst Island near Kingston, Ontario, less than half the size of The Ark, had solar heat, grey-water circulation to a small inside planting area, a humus toilet and organic waste disposal, similar to The Ark. But the P.E.I. effort added the large greenhouse, aquaculture, fish tanks and wind generated electricity. This gave them a food supply that was healthy and reasonably balanced-- but I guess took a lot of time to maintain.

The sad part of the story was the ending of the financial support for The Ark and its final disposal, some two years after its impressive dedication. It then became a commercial greenhouse, and eventually a community recreation centre. Perhaps if visitors had been encouraged and provided for, and if the location were closer to a centre of population, and then had political support, the money to sustain and popularize it, might well have been found.

In addition to The Ark, Bob Durie and his Advanced Concepts group initiated a number of other projects:

- Catherine Starrs conducted a cross-Canada series of interviews during 1974-75 on what Canadians think about the future.¹ In her final report she says "we are relatively unimpeded by a strongly-rooted national sense of identity and purpose and have few deeply-felt, widely-shared national mythologies;" and goes on to note that "in the absence of community and commitment to a common cause . . . we risk abandoning our future to the decisions of others . . . (as) small groups among us (are) seeking to impose their own goals." (No mention was made at that time to the heating up of the desires of Québécois to have a separate state, or at least a "distinct society.")

- Ruben "Butch" Nelson of Square One Management was given a contract on "Cultural Paradigms" that included a series of addresses by distinguished futurists including Sir Geoffrey

1) Starrs, Catherine, *Canadians in Conversation About the Future*, Environment Canada, Ottawa, 1976

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Vickers, Wilfred Cantwell Smith, and Ervin Laszlo. I attended the series and found them very interesting and useful.

- Edward Goldsmith, editor of the U.K. periodical *The Ecologist* was taken on for 3 months as a resource person. At that time I invited him to speak to the Ottawa Futures Society, which was quite useful. In the June 1977 issue of *The Ecologist* he used this experience to write a special feature on Canada "The Future of an Affluent Society - The Case of Canada." He writes "... that Canada must move away from a consumer society to a 'Conserver Society' (as) first put forward by the Science Council."

- Worked with Science Council's, Arthur Cordell and Ray Jackson, on their program of "The Conserver Society." The Science Council published a series of newsletters they called "Conserver Society Notes" which pulled together tid-bits of news and digests of articles relating to conserving energy, materials, and whatever. It was most useful and interesting.

- Developed a series of major workshops on "Environment and Development" in collaboration with the Canadian International Development Agency, resulting in the publication of an excellent series of reports. One of these reports was "Toward Self-Reliance and Global Interdependence" by internationally-known John Galtung of Norway.

At one time the group held brown-bag luncheons, and invited futurists with a message to join them. David Suzuki was one of these. He was then on radio and just starting on Canadian television.

Other projects, including workshops on "Renewable Energy and Appropriate Technology," were carried out over the three year period. They performed the role of a futures agency in a highly effective way.

In 1976 after three years of activity, Bob Durie was invited to join the New Zealand "Commission for the Environment" and left to join them. They had heard of Durie's work on the Conserver Society project. The Advanced Concepts Centre was then headed up by Dr. H. F. (Bob) Fletcher, who was with Environment Canada at the time. The activities of the group wound down with the drying up of the budget and it ceased activity shortly after 1976, having had their predicted three years of

innovative futures work.

I asked Bob Durie what he felt was the most valued contribution of the Centre and he responded “the work on the Conserver Society.”

Now the scene shifts to August 16, 1980 when Canada’s Minister for External Affairs addressed the U.N. General Assembly, announcing “. . . a campaign for awareness of Canadians about relations with the Third World . . .” And thus began the formation in Canada of a futures secretariat.

The Futures Secretariat

There is a long long trail from the first mention of a proposed futures organization for Canada by the Science Council in 1971 to the short-lived one that started with a bang in the Fall of 1980 and ended in frustration in the summer of 1982.

Mark McGuigan, Minister for External Affairs, convened a meeting in Ottawa on October 29, 1980 of “Non-Governmental Organizations” (better known as NGOs) and other concerned people to set up a Futures Secretariat. This was to be a new mechanism for building national awareness of the importance of Canada’s relationships to the developing countries. As he said “We are thinking of an expanded NGO program.”

Kurt Swinton was designated as chairman of this new Futures Secretariat. He was then head of the Couchiching Institute on Public Affairs.

The strange thing about all this was that no one of us in the futures movement, as we knew it in Ottawa at that time, was aware of this whole operation. I was astonished and feared for its success. Lewis Perinbaum, at the Canadian International Development Agency (CIDA), was the facilitator on behalf of both External Affairs and CIDA to guide the organization, as they were the principal source of the funding.

None of the newly appointed directors from business, church, academia and labour had any knowledge or experience in the futures movement - I checked this all out. This was unbelievable. I wrote to both Kurt Swinton and Marcel Massé, the Under-Secretary of State at External Affairs, urging them to broaden the base from just dealing with NGOs and developing countries to a true secretariat on futures issues. Nothing came of this request.

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David MacDonald a transplanted United Church minister from Prince Edward Island, and an ex-member of parliament, was appointed as president of the Futures Secretariat. MacDonald was known to us in the futures membership in Ottawa and was sympathetic to, and interested in, the concept of futures.

The Secretariat started off with publicity, and the issuing of a newspaper-style promotional sheet. They described their interests and proposed activities, all relative to the work of the NGOs and developing countries. This was understandable, from the standpoint of their receiving support from External Affairs and CIDA, but it was not acting as a true international futures organization.

It is of interest to note the split loyalties of David MacDonald, to the Third World interests on the one hand, and to the futures movement on the other. In a speech to the Canadian Association for Futures Studies conference in Montreal, in October 1981, he remarked:

“The North-South context by itself is too limiting . . . North-South excludes questions of development and injustice here at home . . . A different approach is suggested in the very name of the Futures Secretariat . . . I would suggest that the purpose of the Futures Secretariat will be to help 24 million Canadians to become aware of and involved in decisions about the future direction of their society in a global context.”

Bravo! But could he convince his board of directors? He went on to outline some strategies of the Secretariat:

- to restore a sense of history
- to translate personal experience into global understanding
- to overcome the “What I do doesn’t matter anyway”
- to link understanding of issues

Priorities would be:

- getting appropriate information
- conducting networking, with existing groups
- getting provinces involved
- using the Arts to motivate and interpret

In other talks that MacDonald made to various groups throughout the country, he emphasized the role of the North-South issues. He was

trying to satisfy both sides - the Third World interests and the overall futures role.

So MacDonald toured the country on behalf of the Futures Secretariat and the next thing we knew there appeared a news article in the Globe and Mail of April 3, 1982. It said "The Futures Secretariat may be past history" adding that they were \$50,000 in debt; they had laid off 10 staff members; further funding from Treasury Board was denied; there were internal disputes between MacDonald and the Board; and finally no funds were coming in from the private sector. So planning in haste had not been a good thing, and the ship was foundering.

A later news article reported that \$250,000 had been spent with nothing to show for it. The disputes in the management had been over the excess expenditures and the divergence of opinions between MacDonald and the Board.

MacDonald had the wider vision, and the Board, not being futurists, had their eyes only on the North-South issues. Swinton the Chairman wanted something concrete, but MacDonald the President talked of "bringing Canadians together within a community of shared vision and ethics." The producer and the visionary! No wonder they didn't get along. MacDonald was paid by the funding agencies up to June 1, 1982 and then the organization was wound up.

A very ignominious end to a great idea.

But they conceived the notion hastily without understanding what the futures business was, and put together a futures organization without adequate futures experience, or consultation with those involved in the futures business. So it really was not a futures secretariat in the real meaning of the term; it was more an organization for increasing the awareness of Canadians to the issues of North-South relationships, and should have been identified accordingly. This would have avoided the dichotomy of views and kept it on a straighter path.

Now the question arises, is there still a role for a futures secretariat to raise the consciousness of Canadians about the issues of the future? I think so, but perhaps another name and new approaches would be required.

Criteria for Defining Futures Studies

- 1. Time horizon of 10 or more years**
- 2. Not necessarily based on past data; may be
bizarre, or take leaps of faith, allowing for
discontinuities**
- 3. More than a single view of the future; alternate
scenarios**
- 4. Broad in scope; multidisciplinary, global**

F. G. Thompson

Section 2

**FUTURES ORGANIZATIONS
OUTSIDE CANADA**

Chapter 3

World Futures Studies Federation

My wife Ann and I have adopted the principle of travelling with a purpose. If there is a conference in our field of interest in an intriguing place, we will attend, and use it as a combined business trip and vacation. In this way (as you will notice in other chapters) this system has taken us to many interesting places, and provided us with many interesting adventures. This chapter is about our visit to Stockholm, Sweden, to attend the seventh World Conference of the World Futures Studies Federation in 1982.

The year before our trip to Sweden, the World Futures Studies Federation (WFSF) had planned a conference in New Delhi, India on the subject of "The Future of Political Institutions." We planned on going there, and had our required inoculations, and were about to buy the air tickets when, with very little warning, the political powers in the government of India decided they didn't want such a conference, on such a subject. It was therefore cancelled unceremoniously. The Swedish Futures Secretariat then invited the WFSF to hold their next conference in Stockholm.

At the end of May, 1982, we headed for Stockholm a few days before the conference so we could visit the parents of Anders Skoe in Oslo. Skoe was a member of our Ottawa Futures Society, a good friend and originally from Norway. When we got off the plane in Oslo we noted how much the terrain looked like our own Muskoka in Ontario. Skoe's parents were so friendly and anxious to show us everything in their city, that we were on the go all the time. We visited many of their friends who, it seemed, always wanted to feed us. I finally had to remark "We came to Norway to see it, not to EAT it!" Then we proceeded on to Stockholm, this time by train, the better to see and be close to the land.

The conference in Stockholm was the first WFSF event we had attended, although I had been a member for some time. The World Futures Studies Federation was the outcome of the concern of a number of futurists for futures studies at the global level. This included people such as John Galtung of Norway, John McHale of the U.S.A., Robert

Jungk of Austria, and Bertrand de Jouvenel of France. The first International Futures Research Conference was held in Oslo, Norway in 1967; and a later one in Kyoto, Japan in April 1970. In Kyoto they decided to set up a formal body and this was done at the founding conference in Paris, France in May 1973. The first president was Bertrand de Jouvenel. The president at the time of our visit to Stockholm was Eleonora Masini of Italy and the Secretary General Göran Backstrand of Sweden. Since that time, and for several years, Jim Dator of Hawaii had been the Secretary General and, as of January 1990, had become President. The current Secretary General is Pentti Malaska of Finland.¹ The tasks of the Secretary General are to publish their quarterly newsletter; maintain the membership roster, and organize the various meetings and bi-annual General Assemblies. Really quite a responsibility for a non-paid job.

If you want to see the world, go to the WFSF annual conferences! They have been held in such cities as Cairo, Honolulu, Budapest, Beijing, and Barcelona. Attendance at these events is truly international, and this was no exception at the Stockholm event. Countries represented included Italy, Poland, Peru, Yugoslavia, India, Egypt, Mexico, Finland, United States, South Africa and of course Sweden and Canada! We were the only Canadians.

It was interesting to see the points of view of the different country representatives on global issues. An African representative said that learning a European language was not just the addition of a new skill, but took the learner through a whole new cultural experience. This makes me think of a French-Canadian learning English. To be meaningful it would have to include travel to complete the broader cultural discovery. Someone made the cynical comment that capitalism is like the Titanic looking for an iceberg! In the light of recent (1991) experiences in U.S.S.R., it looks like that remark would have applied more appropriately to the more rigid communist states. They hit the iceberg! I did not hear any prophetic declarations that would identify with the massive political changes the world has experienced recently - glasnost, Middle East conflict, breaking down of the Berlin wall and all that that implies. The general impact of such a conference of this nature is both new knowledge and new concerns about the issues that

1) Malaska, Pentti, Turku School of Economics, Rehtorinpellonkatu 3, sf-20500, Turku, Finland

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are important to other countries. It also puts a perspective on the concerns in our own country. And on top of all this is the pleasure of making friends and rubbing shoulders with interesting people in the world futures movement.

An analysis of the membership of the WFSF shows its truly international character. In the directory of February 1992 there are 69 countries represented. It is a veritable United Nations of futurists. The geographical distribution is:

Western Europe	191	Australia/S. Pacific	25
N. America	152	Eastern Europe	20
Asia	54	S. America	14
Africa	37	Middle East	10

The five countries with the most members are:

U.S.	119
Italy	43
Sweden	26
Canada	24
Germany	20

What I find surprising is that there are only two members from the country with one quarter of the world's population - China. The sleeping giant has not yet awakened!

The Canadian members listed in the February 1992 directory are:

Montreal:

Paris Arnopoulos
Christian de Laet
Kimon Valaskakis

Ottawa:

Louis Derno
Fernande Faulkner
Michael Gurstein
Anton Liutic
Clive Simmonds
Fred Thompson
Jerzy Wojciechowski

Toronto (Metropolitan):

Frank Feather
Trevor Hancock
T. Ranald Ide

Rodger Schwass
Paul Schafer
Janice Tait

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Ranjit Kumar	Lorne Tepperman
Carl Norberg	Allen Tough
Martha Rogers	Zavis Zeman
Tottenham, Ont.,	Stephen Ross
London, Ont.,	Hugh Stevenson

Summarizing the above list, it is interesting to note the geographical distribution. Metropolitan Toronto had 12, next was Ottawa with 7, Montreal with 3 and then two others. What is interesting is where they are NOT. None in the West or the Maritimes. And where are the French-Canadians? I know of only two, and they are in Ottawa. In total there were 503 individual members, and as can be seen from the above, spread around the globe.

The newsletters of the WFSF are prepared by the Secretariat and issued quarterly. They serve to keep tabs on the membership, publishing a complete list periodically, and provide news of members, conferences and publications of interest.

I visited the old royal palace in Stockholm and was amazed at finding a copy of Ann of Green Gables (in English) in the book case of one of the bedrooms. I also noticed the number of young people out enjoying the sun, as the northern climate draws them out of doors with the warming of the season.

At the end of the conference we had planned a couple of extra days for serendipity and decided to take the overnight boat trip to Finland. The boat, by any of the inland water standards we are used to in Ontario, was enormous. Looking over the side was like looking down from the top of a tall building. I was totally fascinated. We landed in Helsinki among ships of other nations, and proceeded to explore the city. We loved the stores, buying a complete set of dishes to be shipped directly home. We did our sightseeing by riding the street cars. Somehow I felt a sense of the proximity of the U.S.S.R. and wondered if our hotel room was bugged! I asked one clerk if she learned Russian in school and her resounding NO! gave me a clear message. As Pierre Trudeau said, living as a mouse beside the elephant is not easy.

Göran Backstrand, the Secretary General of the WFSF, was also Director of Sweden's Secretariat for Futures Studies. While in Stockholm several of us paid a visit to the offices of the Secretariat to see what we could learn that would be useful to Canadians. This is discussed further in the next chapter.

Chapter 4

Sweden's Secretariat for Futures Studies

The history of Sweden's Secretariat for Futures Studies begins in 1971 when the prime minister Olaf Palme, pulled together a working group to review the aspects of futures studies in their country. In the terms of reference assigned to the group were statements which included "citizens can and must determine the future development of their society" and "the small state can thereby mobilize opinion in favour of other possible alternatives as to how the future world should be constituted." Alva Myrdal, a cabinet minister, was appointed chairman of the working group. They presented their report in the summer of 1972 entitled "To Choose a Future." The widely circulated report included a recommendation for the formation of a Secretariat on Futures Studies. I had already obtained an English version, from sources in Canada, and found it useful in efforts to form a similar group here. In February 1973 a Secretariat was formed and was officially attached to Sweden's Cabinet. It had two main goals:

1. To commission futures studies that can provide a wider and more accurate basis for political decision making,
2. To promote public awareness and stimulate the process of increasing public participation in the debate on possible futures.

The first projects they tackled included broad coverage of the society and economy. The titles of these projects were:

Working Life in the Future
Sweden in the World Society
Resources and Raw Materials
Energy and Society

Reports on these studies were issued during 1977 and 1978 and given wide circulation. They had some 6,000 subscribers including private firms, libraries, schools, local authorities and, of course, the media. They distributed through the large network of adult study groups operating throughout Sweden and many started "futures studies" programs. The next series of projects they worked on were identified as:

Care in Society
Sweden in a New International Economic Order
Forecasting and Political Planning in the Future
The Vulnerable Society

Most of the topics covered required the preparation of working papers, many of which were published in addition to the final resulting reports. Many of these documents were published in English as well as Swedish.

The staff of the Secretariat at the time of our visit numbered about 25, and their annual budget was equivalent to about \$1,000,000.

I was very interested in the potential of such an organization in Canada, and upon enquiry here was advised that there were a number of organizations already in existence which were doing similar research. These would include such groups as:

Science Council of Canada
Economic Council of Canada
Institute for Research on Public Policy

Also there were studies done or commissioned by regular government departments and agencies, and several research type organizations in the private sector. Although these latter groups may cover such aspects as social research, energy, and environment they do not, in my experience, have the full futures approach.

In addition to the conduct of futures studies themselves, Sweden's Futures Secretariat had a responsibility to promote a public awareness of futures issues, and encourage public participation in debates on these issues. In support of these efforts they were given a funding facility for appropriate activities by other groups. I feel that there is an opportunity for such a function in Canada but it would take

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considerable effort and ingenuity to bring it about.

In 1985 a group from Sweden went on a tour in North America to enquire about futures and related organizations. Membership in the group included a number of parliamentarians. When they came to Canada, I was invited to meet with them to talk about futures activities in Canada. Subsequently the Sweden Secretariat for Futures Studies was discontinued! Without further information, I presume that their work was completed, or their responsibilities were passed on to other existing groups. This does raise the question as to the real contribution of futures studies groups, as long term operations. I think it was Marc Lalonde, Minister for Health and Welfare Canada who said, when the issue of legalizing marijuana was current, you can't pass legislation unless 80% of the public are already in favour. By this dictum then, it is important to ensure that issues are presented to the public for discussion, before an attempt is made to legislate them, or provide financial support for them. A futures group, as a secretariat arm of government, could then encourage public dialogue on critical issues of the future, and thus prepare the way for eventual political action.

Chapter 5

The World Future Society

The year 1975 was a landmark year for me. It was the beginning of a personal transformation that introduced me to the New Age! An important part of this change was experiencing the second General Assembly of the World Future Society (WFS) in Washington, D.C. There were some 2,500 people in attendance. I analysed the list of attendees when I got back to Ottawa and found that there were 400 Canadians and a surprising number of representatives of formal church organizations in the U.S. and Canada. On the book display table I found a copy of John Adams' "*Transforming Work*"¹ which was an impressive document, and one to which I still frequently refer.

As I will describe in another chapter, it was in the room of one of the Canadian registrants that the first steps were taken to found the Canadian Association for Futures Studies.

General Assemblies of the World Future Society are very stimulating experiences. I have attended a number of them. As people say, the Mother of all conferences was the one convened by World Future Society and the Canadian Association for Futures Studies in Toronto in 1980. This is described elsewhere in this book.

The head of the WFS is Ed Cornish, a charming, gentle, and somewhat shy person who was one of the original founders of the Society. I met Ed and his wife Sally at this General Assembly in Washington, D.C., in 1975.

Cornish got interested in futures studies in the mid 1960s. About this time he read a book by Dandridge Cole, a space scientist who worked at General Electric. Later he went to hear a speech by him. Here he went up and asked Cole if he knew of any organization or indeed any literature on futures subjects. Cole did not know of any, and then asked if Cornish was interested in starting something. They agreed that there was a need for this kind of thing, and Cornish was greatly encouraged. Unfortunately Cole died of a heart attack the next day, so Cornish had

1) Adams, John, *Transforming Work*, Miles River Press, Alexandria, VA, 1984

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to pursue the idea on his own. He was not sure how to go about starting some activity on futures, so he thought he would start a journal or magazine. He approached the Ford Foundation and they couldn't see the value or possibilities of a market and declined any financial support. Undaunted, Cornish decided he could at least start a newsletter, the financial cost would not be that large. So he put together a newsletter and gave it a wide distribution, asking for indications of interest. He sent packets of them to prominent people asking them to circulate them for him, and hopefully come back with some opinions. He included futurists like Herman Kahn and Buckminster Fuller and got favourable responses. So encouraged, he pulled together a group of interested people and began to make plans for a proper journal. He attended a luncheon where Robert Jungk, the prominent Austrian futurist, was speaking, and was so stimulated that their group met right after the meeting and decided to set up a formal futures organization.

The group did not agree who would head up the fledgling organization, none wanted to do it; so to get things moving, Cornish reluctantly agreed to take it on. He did not want to involve himself in administration, he much preferred to be editor of the proposed publication the group had envisaged. However, he did become president, and has held the post ever since! The official date of the beginning of this non-profit corporation, The World Future Society, was October 18, 1966.

The first copy of *The Futurist* was in the form of a newsletter, and published in 1966. Subsequent volumes were soon upgraded to the level of a formal journal. The first General Assembly was in 1971. I asked Cornish what was the highlight of this 25 years of successful operation, and he said it was the first General Assembly.

As mentioned before, the Society now has some 32,000 members in 80 countries, and more than 100 separate chapters. They publish, besides the bi-monthly popular magazine: *The Futurist*, a professional journal; *Futures Research Quarterly*; and also a digesting service *Future Survey*.

The digesting service *Future Survey* is a monumental achievement every month by Michael Marien. It is, in my opinion, one of the very best ways to keep up to date on futures issues. How he does it so well and so comprehensively, I do not know. Each issue has 16 pages of packed information: some 55 article or book digests with a detailed subject and author index at the end. They also publish a *Future Survey*

Annual with over 650 abstracts, or digests, in 190 pages of closely packed type. This is a real service to the information industry.

My early copies of *The Futurist* go back to 1976, so I reviewed a few of them and compared their subject matter and forecasts to those in 1991. What is surprising is the number of interests and concerns that are still with us; and the number of them that are missing altogether. In the copies of 1976 and 1977 they mention such problems as:

- the negative consequences of economic growth
- the problems of control of technological developments
- changing work roles and not enough challenging ones (or any at all) to keep people content
- the risks of genetic engineering
- vulnerability of water supplies
- rising terrorism, poisoning of water supplies, hostage taking

Some future social problems were identified at that time:

- the changing role of women
- teenage alcoholism
- loss of trust, and rising litigation
- use and abuse of consciousness raising techniques
- euthanasia

They were greatly concerned about the shortage of oil and predicted the supply would run out in 25 years. Now that 15 years have gone by, there is not that much concern. Oil is not now a scarce commodity, although it has to have a finite life.

What was clearly missing from the subject matter was the rise of Japan as an economy and the impact of that on the automobile business in America. Also missing was the pervasiveness of the “personal computer” - the PC. Data processing was mentioned frequently but the concept of a computer as a self-standing instrument on everybody’s desk and in most of the homes was not visualized. Nor was glasnost, the breaking down of the Berlin Wall, or the end of the cold war.

One interesting subject that was discussed then and has not been mentioned much since, is the possibility of a National Youth Service program. This would be like a draft for public service for a year or two

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for every young person. It would in effect replace the compulsory military service that is required in some countries. The concept is still a viable one and still under study in the U.S. With worldwide unemployment, it is an important concept that should be vigorously pursued.

What comes out in the predictions of future trends as seen from 1991 issues of *The Futurist*, that do not appear in the issues of 15 years ago include such things as:

- rising concern for better health, in terms of foods, environment and life styles
- impact of AIDS and use and abuse of drugs
- the possibility of a cosmic collision!
- changing family structure; more co-habitation
- urgent need for improved education; in both developed and developing countries
- increase in the rich-poor gap, particularly within the poorer countries, and also between rich and poor countries

What can we learn from all this? One thing is encouraging, and that is the rise in public awareness of these issues about our fragile earth and the damage we are doing to it. That is the first step towards action on improving it.

However there is one root cause of the increasingly deteriorating world situation and that is population increase. There seems to be no easy solution to its control. The cure lies somewhere among the issues of economics, education and birth control. Population growth is greatest in the poorest countries and until their economies improve to the point where children are not needed as support for the elderly, I see no way of curbing the growth. To increase the economies to the point of providing economic support to all people, would result in material consumption and pollution that would be quite unacceptable. So, what to do? Perhaps education is the answer. I would hope that we could create a greater sense of urgency about this issue.

The Futurist is an excellent medium to create public dialogue on the issues we have been discussing, and Ed Cornish's contribution by this medium to the world problematique can be regarded as both meaningful and considerable. What better tribute can be paid to such

efforts?

What is the secret of the success of the World Future Society when other futures groups rise and fall? I wonder if it is the publication of the futures magazine which holds the organization together. It was a magazine or newsletter that Cornish wanted to start in the first place. This plus the General Assemblies and the other publications and services make a viable and healthy organization. May it live long!

There are a few other futures organizations in the U.S. with which I have had contact, usually very briefly.

One was the Center for Futures Research, part of the Graduate School of Business Administration at the University of Southern California in Los Angeles, California. When I was working at the Post Office I attended a three-day training course there in 1977, entitled "Futures Research Techniques for Corporate Planners." The faculty was excellent, including Burt Nanus, James O'Toole and Selwyn Enzer. There were 20 participants, all from the United States except one from Australia and myself from Canada. Most were involved in corporate planning for their organization, and at various levels, from technical specialists to a Vice-President of Bethlehem Steel. The distribution by class of organization was:

Manufacturing	8
Financial	3
Resource industry	1
Electric utility	2
Oil	1
Government	1
Other	2

It turned out that none had seriously applied futures studies to their own corporate planning, except myself in the Post Office. Techniques covered in the course included Contextual Mapping, Uncertainty Calibration Test, Relevance Tree, Trend Monitoring, Decision Tree and Cross-Impact Analysis. It was the latter that I found the most interesting and helpful. I would say that none of these qualified as a scientific method but were more in the nature of a systematic approach to future issues. The Center has since been closed due to lack of support funding. It does seem difficult to keep a futures organization going.

The year I was at the Los Angeles course was when I was taking karate lessons in Ottawa. I attended a symphony concert in central Los Angeles one free evening and had the temerity to stroll alone along down-town streets after the concert. I was aware of the risk of this, in a strange metropolitan U.S. city, but the experience of karate gave me a strange sense of security, however

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karate lessons in Ottawa. I attended a symphony concert in central Los Angeles one free evening and had the temerity to stroll alone along down-town streets after the concert. I was aware of the risk of this, in a strange metropolitan U.S. city, but the experience of karate gave me a strange sense of security, however false it may have been!

Other futures studies organizations in the United States that I had contacted were all in Washington. These included the Congressional Clearinghouse on the Future (now Congressional Institute on the Future), Office of Technology Assessment, and Congressional Research Service, which I had visited when employed with the Privy Council Office in Ottawa and is discussed in another chapter.

Section 3

FUTURES ACTIVITIES

AND

ADVENTURES

Chapter 6

Social Inventions

Social Inventions as a concept is a unique and innovative approach to looking at both history and the future. This story of Social Inventions begins with Stuart Conger and my trip to Prince Albert, Saskatchewan.

I first met Stuart Conger when I was promoting productivity at the Economic Council of Canada, and he was promoting small business training at the Department of Trade and Commerce. We found a lot in common and began an association that lasted throughout the years. I liked his boundless energy and his eagerness for new ideas and innovation. He once told me to WRITE, write anything, but WRITE and become visible and get professional recognition. So, I took his advice, obviously.

He eventually worked in the Department of Employment and Immigration and in the early 1970s moved to Prince Albert Saskatchewan in charge of an innovative social experiment entitled NewStart. The organization was sponsored jointly by the federal government and the province of Saskatchewan to develop new methods of training. Conger knew of my interest and activities in the futures field and invited me to conduct a seminar in Prince Albert on futures studies, and in particular the process of developing scenarios. This was in June 1974.

To introduce the seminar I described the various technologies used to develop futures studies, including the preparation of scenarios. As this was a working seminar I broke the 20 participants up into 3 groups and asked them each to prepare a scenario on the future of Saskatchewan. In preparation for this I had developed a "Range Table" of basic data on the province including such parameters as population, employment distribution, urban environment, values/attitudes, and a number of other issues, and handed these out to give them all the same starting data as a resource base. The table showed a possible range of values for each of the parameters through high, medium and low. Then I asked one group to write a positive, optimistic scenario; another group a scenario describing business-as-usual; and the third to give a pessimistic view of the future, selecting appropriate data from the Range Table.

The results were fascinating. In the basic data, I had shown that

the actual population of the province was approximately one million at this time and declining over the past few years. If that trend were extended it would eventually come to zero, which was, of course unreal. The president of the University of Saskatchewan was in one group. His group produced a scenario with a population of this agricultural province at 4 million by the year 2000. This seemed equally unreal, so I asked him to explain how this large increase could be justified. He said it was quite possible, since he had been involved in the move in India of millions of people over a very short period of time to the new country of Pakistan when it was split off. Their group postulated a scenario where over-population in India would result in massive immigration to this small underpopulated province of Saskatchewan. He added to the scenario the impact on the social and economic life of the province resulting from the India belief system that the cow was sacred - and not to be slaughtered and eaten!

Although most of us thought the scenario a fantasy, it demonstrated the value of the normative type of technological forecasting, allowing for the unusual, and the inherent limitations of the method of straight extrapolation.

It was there I learned of Conger's research on Social Inventions.

What Are Social Inventions?

Conger defines social inventions as:

- a new law, organization or procedure that changes the ways in which people relate to themselves or to each other.

As he says, there were great numbers of inventions and innovations in the scientific and technological fields, particularly in the last century, but relatively little in the social field. He then set about to document the various social inventions over the ages, and came up with quite an impressive list. All the same it did not compare with the advances in technology in any given period.

In the August 1973 issue of *The Futurist*, published by the World Future Society in Washington, there is an article by Stuart Conger on social inventions. A tabulation is shown with dates and points of origin for well known examples ranging from pre-history through to the 20th century.

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For example some of the social inventions he listed included:

INVENTION	YEAR	LOCATION
Labour union	1696	England
Penitentiary	1700	Rome
Y.M.C.A.	1844	England
Red Cross	1864	Geneva
United Appeal	1913	Cleveland
Hansard	1608	London
Democracy	510 B.C.	Athens
I.Q. tests	1905	Paris
States supported schools	75	Rome
Unemploy'mt Ins.	1789	Switzerland
Old age pensions	1908	Great Britain

As can be imagined the list could go on and on, yet the number of new social inventions in the last hundred years is still relatively small; compared that is to those in the hard science fields.

As Conger told me, write and get recognition. Well, this worked well for him. Robert Jungk, a prominent European futurist, and creator of the project Mankind 2000, noticed the *Futurist* article on social inventions and passed the word along to the newly formed Paris group International Foundation for Social Innovation. They sent a representative, Jeannine Gueron, over to North America to learn of social innovations and in the process looked up Stuart Conger in Ottawa. On April 16, 1975, he convened a meeting of interested people in the Ottawa area and included me in that event.

Gueron talked about the work of the Foundation and learned about some of the social innovations we had in Canada. She also invited us to attend the proposed conference on Social Innovation to be held in Paris on September 25, 26, 1975.

At that time I was working at the Post Office and was able to show how my attending this conference in September in Paris would be of some benefit to the organization. At the same time I could visit the Post Offices in London and Paris to see what new research they were doing. Conger was one of the principal conference speakers with his account of the research which their NewStart group had done on the subject of

social inventions. They liked the title, using the word invention rather than innovation.

Here, I would like to note the difference between “invention” and “innovation.”

- invention is to develop or create something for the first time
- innovation is to do, or produce, something in a new way.

Invention is to create the idea, and innovation is to apply it. I like the distinction, and find it useful.

The people you meet at such conferences and gatherings is of course, interesting and helpful professionally. I met Tony Judge of the Union des Associations Internationales, Brussels; Erika Landau of Tel Aviv who sent me a book, later, on kibbitzim which was most enlightening; and Mrs. Robert Jungk, whom I sat beside while her husband was addressing the group, all the while heckling him, *sotto voce!* Mrs. Jungk reminded me of the author who, in his acknowledgements, thanked his wife, without whom he would have finished the book 6 months earlier.

Conger did get international recognition for his innovative work on Social Inventions.

An “Institute for Social Inventions”¹ was created in London, in the U.K. and at last report is still prospering. They publish a journal *Social Inventions*, an *Encyclopaedia of Social Inventions*, a *Who’s Who of Social Inventors* and maintain a library and operate an information centre. Issue 21 of *Social Inventions* has an excellent “Summary of Social Inventions.”

In *Who’s Who of Social Inventors* they list the Institute’s patrons, directors, consultants, fellows and members. This indicates a very strong, well organized and supported organization.

In their *Encyclopaedia* they report some 500 social inventions and describe some in detail, with topics as: unemployment, new money systems, welfare, economics and business, etc. There is a report on an organization in the U.K. similar to the Spanish cooperative Mondragon. In this organization employees are required to take a stake in the business up to £2,000. This *Encyclopaedia* is quite an accomplishment

1) "Institute for Social Inventions" 20 Haber Road, London, NW26AA

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and a useful addition to the resource base of social inventions and innovations. Another entry describes a Foundation for Economic Solutions, in Salzburg, Austria. I like the name where it includes “solutions.” Hazel Henderson, a prominent British/American futurist is on the board.

Stuart Conger now is director of a large project for the federal government on new ways of training

Chapter 7

Arc-et-Senans

Arc-et-Senans is in southern France and the site of ancient salt mines. It is now a conference centre and strikes the visitor as more like a university campus than a salt mine. In the days when salt was a valuable commodity, almost like gold, the installations were quite elaborate and many buildings were constructed as part of the mining and refining complex.

The occasion was the holding of a conference, convened in September 1979 by Paris-based Futuribles, on the subject of the future of Europe, and I wanted to attend. I was fortunate in obtaining a grant from the Department of Environment to help toward expenses, on the condition that I provide a report on my return.

On my way to the conference I stopped in to see some people in Paris and Geneva. In Paris I visited Lucien Gerardin of the Thomson corporation, having arranged this earlier from Ottawa through the EIES electronic conferencing network. I like to think that this was electronic mail at its best - arranging an appointment in another distant country - and this was 1979. Gerardin was working at the time on the development of solar power to provide energy for communication relay stations in Africa. These were by definition located on high points, like mountain tops and difficult to get at. These solar units would use helicopters to service them and this would be much cheaper than using the existing method of diesel engine generators which in turn would require building access roads. I thought this was a pretty good idea.

I also visited deMontigny Marchand, who had an office in the Canadian embassy, and whom I had known briefly at the Privy Council Office. He was on a somewhat loose assignment to study relations of Canada with France and Germany. I think it was an appointment based on his close and long term friendship with Pierre Trudeau. He commented on the myopic view of Canadians in putting all their efforts on trading with the United States and generally ignoring the potential of the European market. He was ahead of his time.

In Geneva I took a side trip to Nyon to visit the people at IFDA, the International Foundation for Development Alternatives. They publish a low-key but impressive periodical at a very modest price on

third world activities. I subscribed to their *Dossier* and for a number of years received this journal, and found the issues full of very valuable information.

The bus to Arc-et-Senans from Geneva wound through mountainous country, unfortunately in the pitch dark missing what must have been gorgeous scenery.

Hugues de Jouvenel was the director of *Futuribles*, and a delightful person. I recall sitting with him one time at a sidewalk café near his office in Paris, engaging in interesting discussion - just like you see in pictures, and I loved it. Hugues' father Bertrand de Jouvenel was one of Europe's original futurists, known internationally.

The conference was comprised of both plenary and small group sessions. Well-known futurists from various countries of Europe were in attendance: Aurelio Peccei from Italy, Alexander King and Michel Godet from France, Sam Cole from England, Göran Backstrand from Sweden, Eleonora Masini from Italy, and of course Hugues de Jouvenel, and many others. I was the only one from outside Europe.

As for content, I find it interesting to look back and see what was of interest, in view of what has transpired in the meantime. No one mentioned, for example, the possibility of the countries of Europe getting together in some form of union either economically or politically. And of course no one forecasted the break up of the Eastern European countries. So much has happened in that short time interval!

The rising power of Japan was not seen, although notice was taken of their technological prowess. They saw Japan as the pacemaker of social change. Not quite correct.

The decline of the influence of the United States was brought out several times, although its strength in agriculture was noted. Someone said that the U.S. would be an agricultural O.P.E.C. I hadn't seen that possibility before. I wonder.

The microprocessor, it was generally agreed, would cause a considerable increase in unemployment, and it would not be cyclical but structural. It would be here to stay and we would have to learn how to deal with it. Agreed.

Peccei commented that we should not use the words unemployment and growth, but rather look for words like balance and equilibrium. He also said that energy conservation was a moral ethic.

We might gather from these observations that unless scenarios of the future include some that are 'way out, or describe quite outrageous

views of the future, we might be just extending the present, and not learning anything new. “What if...” has powerful potential if it is used in a generous way. Take risks; it’s more exciting and may in the long run be more accurate.

Chapter 8

Sudbury 2001

Premier William Davis of Ontario opened the Economic Development conference in Sudbury, Ontario, April 3, 1978, with these words:

“I have been impressed and indeed, moved, by the spirit and determination of the people of Sudbury. Last fall you were faced with large cut-backs in production and employment at a time when unemployment levels were already unacceptably high... Your response to this blow was neither the extremes of despair nor complacency in the face of adversity. Your response was both creative and sufficiently uncommon to be worthy of study as an example... for other communities in the nation facing similar problems.”

Immediately after the conference, representatives of labour, business, media, government, and academia met together and "Sudbury 2001" was born. It was to be an Economic Development Organization with the goal of making the region a self-sustaining metropolis by the turn of the century. It would be a self-help organization to include leaders of business, labour, government, academia and other interest groups.

This was a well-conceived effort to lift the area out of the economic slump caused by the cutting back of nickel production. Sudbury had been from its beginning a one-industry mining town of the North and diversity was what Sudbury 2001 was seeking. Jobs in the non-ferrous metals industry numbered 25,173 in 1971 and fell to 17,900 by 1979. And it looked like the decline would continue.

Seed money to the extent of \$300,000 was committed over three years by the Ontario government. Narasim Katary, an economist from the Regional Planning body, was appointed to head up this group and build up a research and promotional team. They developed what they called an innovative "Triple S" strategy, and outlined a number of areas to explore:

1. Selective import substitution
 - agricultural and food products
 - concrete products
 - hardware products
 - professional services
2. Selective technological sovereignty
 - mining machinery and instruments
 - mining research & development
3. Selective eco-development
 - ethanol from Jerusalem artichokes
 - solid waste recycling
 - solar energy systems
 - chemicals from biomass

They established principles which they would follow:

- feature labour intensive projects and appropriate technology using local capital wherever possible
- be ecologically conscious
- encourage cooperative management
- foster individual creativity
- minimize antagonisms among self-interest groups

So, they were off to a good start, but let's see what they did with the money they received.

In their report of 1980 these were some of the projects reported on:

- mining instrumentation industry; feasibility study completed and a small plant set up
- mohair industry; 600 angora goats were imported and a viable business started. In the recession that followed, the business declined so the activity had to be turned over to the local farmers who housed the goats. When my wife Ann and I visited Sudbury 2001 offices in 1985, Ann purchased a full length coat of beautiful angora wool. This was apparently the last of the products manufactured

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- ethanol production; feasible yes, but not sufficient money was available to finance the construction of a plant
- mining door manufacture; placed with a local manufacturer, but the production eventually moved to Barrie, Ontario
- solarponic greenhouse; thorough study made of similar installations, and a small plant begun

They studied other projects that were found to be not feasible. These included baitfish farming, poplar wood chips for cattle feed, and a photogrammetric survey device. It seems that they looked into a considerable number of activities and were careful not to propose wild schemes that might have ended up in failure and wasted local effort and money.

They carried out information programs of different kinds, such as an Industrial Trade Directory, People's Yellow Pages, ethnic needs workshops, establishment of Task Forces on culture and the arts, image improvement and marketing, and set up a library of reference information relevant to business development.

I attended one of their early organization meetings in Sudbury and was duly impressed, and therefore took a special interest in their progress.

They operated their business and community development program over a period of seven years, after which they lost their subsidy support. Although they wound up the organization in 1985 they felt, as Katary reports, they could have struggled on and sought more resource funding, but felt that their mission had been completed. They were a visible force in the community and, as Katary has said, they gave the people a sense of their own potential. Their efforts resulted in a number of spin-offs that were indirectly the work of the group of Sudbury 2001.

Recently I asked Katary if Sudbury 2001 should be revived. He thought so, but with a different approach. He would have it institution-based, that is, hosted by an established organization that would provide premises, some overhead and ongoing support. The greatest single impact of their efforts was, he said, the change in the mindscape of business and community leaders and individuals in the community. Other major impacts were the growth in the health industry and the moving in of federal and provincial public administration offices.

Chapter 9

Adventure in Japan

Japan has always held a peculiar fascination for me so, shortly after Ann and I were married in 1983, we decided to plan a trip to Japan to see what everybody was talking about.

Part of this interest came from two documents that were closely related:

“The Plan for an Information Society - A National Goal Toward Year 2000” published in 1972 by the Japan Computer Usage Development Institute.

“The Information Society as Post-Industrial Society” by Yoneji Masuda¹.

The Plan for an Information Society was a project of the Japan Computer Usage Development Institute which, at the time was led by Yoneji Masuda; so there is a connection between the above two documents, although there was a period of 8 years between them.

Masuda spoke to a meeting that I attended in Ottawa of “Friends of the Future,” and I was quite impressed with what he had to say.

In the Plan for an Information Society they laid out a program with three major overall requirements, and a set of specific projects to be developed. The overall requirements were quite ambitious and included a heavy commitment of funds mostly from the government.

The three plans were:

1) Masuda, Yoneji “The Information Society, as Post-Industrial Society,” Institute for the Information Society, Tokyo, Japan, 1980, distributed by the World Future Society, Bethesda, MD

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1. The development of a five-year plan requiring an estimated \$3.25 billion
2. The development of a longer term plan requiring the investment of \$65 billion over 14 years
3. The establishment of an “Information Society Development National Council” to guide and oversee the projects

Although they expected most of the support money to come from the government, they required as well, that the private sector be actively involved in its operation.

The specific projects they recommended were:

- a Computopolis plan (a plan for a computerized city)
- broad-area remote medical systems
- computer oriented education in an experimental school
- pollution prevention system
- a think tank centre
- introduction of management information systems for small and medium sized enterprises
- a labour development centre
- a computer peace corps

In Masuda's book¹ published several years later he looks at the progress made on this ambitious plan. It seems that they had made some significant progress on some of the projects, and others were still in the stage of development. He also develops a lot of new and stimulating ideas on the future of society with the new information orientation.

The computer peace corps interested me. It was to be aimed at sending expertise to help developing countries. Not a bad idea. The other concepts are not particularly original, but the actual implementation would indeed be original.

In a Japanese poll of some 550 people, mostly in Japan, but also in other countries, those in Japan favoured the development of computerized health programs, while in the other countries they rated the computopolis as first priority.

All this increased my interest in going to Japan, so I took steps to make this possible. I was working in my own consulting company so

1) Ibid

my time was manageable. I contacted people I knew in the government to see if I could do some projects for them while there. Two clients were obtained: Bill Snarr, in the Office of Emergency Measures, wanted me to have a look at emergency measures, as they were organized by the government in Japan; and Bob Evans, in Canada Post, was interested in finding out the future of communications in the home. The latter study was the one that I was very much looking forward to.

I contacted the Canada-Japan Trade Council in Ottawa to see what steps I should take in preparation for the trip and the carrying out of the projects. They suggested that I contact certain companies in the high-tech field in advance of arriving, to set up appointments. For these contacts they suggested I get a Japanese interpreter, so that preliminary communications could be in their own language. Through the Trade Council I found Hiroko Ono. She was a delightful person, and worked with me to select the appropriate companies and prepare a letter of introduction and request for interview to each of the selected companies. This was sent off by electronic mail and answers promptly came back to the effect:

- who was Mr. Thompson?
- what did he want?
- what would he do with the information obtained?

Together with Ono, we prepared a set of questions relating to the information needed, and a schedule was eventually set up. My client warned me that the Japanese were inscrutable and would be polite but not really tell me anything useful. I bought a book on how to do business with the Japanese. I prepared some business cards, as was suggested by the Canada-Japan Trade Council, with Japanese on the reverse side. This was really helpful.

Ann and I set off to fly to Tokyo, and what should happen but Ono knew of a Japanese friend who was going on the same flight and we met up with him in Toronto. Charlie, as he liked to be called, was a great source of information. He had been working in Ontario for 3 years, just to get experience, and was now going home. On arrival he was most helpful in getting us to places that would have otherwise been difficult, and he acted as an aide on and off as we needed him.

What our client had said about the Japanese being difficult to communicate with was not at all the case. The preparation we had made

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put us in a very good position, and the information we obtained was carefully and cheerfully given. In the Nippon Telegraph & Telephone Public Corporation for our meeting, four men arrived and we sat around a large board-room table. They had carefully typed out the answers to the questions that were previously prepared, and provided very thorough answers. At the end of the interview, they escorted me to the elevator, and as I entered and turned around, all four were courteously bowing as the elevator door closed! What could have been nicer? Ann, meanwhile, was waiting downstairs and we shared the delightful experience over a pot of Japanese tea.

For several of the interviews, Ann brought along the video camera and taped the whole interview. Who said the Japanese were reluctant to share their ideas? We were quite impressed with the generous reception. The videotape became a useful part of my final report.

We were fortunate in being invited to the home of Yoneji Masuda to carry out an interview on the future as input to our study. As I interviewed him, and plied him with questions, Ann video-taped it, while his wife passed around rich goodies. He noted the difference between the American culture and the Japanese: the Americans are individualistic and competitive, while the Japanese like to work in groups and gather consensus. He noted also that the Japanese did not have the habit of typewriting (no wonder, with their ideographic language.) He was looking forward to the future where databases would be rich in experiences, rather than just reference data.

Masuda's wife proudly showed us newspaper clippings, documents and pictures of the recent presentation of honours to her husband by the Japanese emperor. Their house was squeezed in among others in a very crowded area in Tokyo, with access by narrow lanes. No garden, no lawn, no space beyond what the house itself occupied. Quite a lifestyle. But their hospitality was impressive and appreciated fully.

Other points of interest came up in the 20 interviews we held with business people. For example:

- Panasonic had a company song they actually sang every morning. I had heard about this but was not totally convinced that employees would really do this
- In one company an employee asked his boss to speak to his

fiancée's parents to inquire as to the possibility of marriage.
Many of the old ways are still in existence in Japan

- Most office communications in Japan are by facsimile, and hand written. I asked why, and one response was, of course, that the language did not lend itself to typewriting, and that if he dictated to his secretary, she might use a symbol that had a different shade of meaning than he intended. So he nearly always wrote his own memos and correspondence

We noticed a number of interesting things on the streets: many were wearing white cotton face masks they said to protect them from the cold, and to minimize the effects of pollution; ladies on the subway during the day, unescorted, in pretty long Japanese gowns as if they were going to a party; many business men in twos and threes going home (presumably) from work with their briefcases around 8:00 pm. or later; police boxes at street corners, like sentry boxes, acting as communication points and shelters; loudhailer announcements from fire trucks giving information about dry air, or pollution; groups of school children, orderly, and all in uniform (no designer jeans, or expensive wardrobes); the bright lights of Ginza with both American and Japanese signs, many of hi-tech companies with which we were familiar -- e.g. Panasonic, Sony.

The days were indeed busy ones, arranging interviews, finding and getting to the places of business -- the streets had no names and the buildings no numbers -- conducting the interviews, and then squeezing in some adventures, explorations and fun.

We wanted to experience what the Japanese called their "bed and breakfast" accommodation - ryokans. The hotel we had was excellent, but the ryokans were another thing! The first one was in a very poor-appearing district, surrounded by small shops. The room we had was small with no beds as we know them but futons on straw pads on the floor. When you are not on them they are folded up and put in a closet, or hung out the window to air. The bath down the hall was unique; a sign on the door was reversible, Women on one side and Men on the other. You entered only when the sign was on your side; and if it was not occupied you changed it to your sex as you entered. A neat arrangement and disposed of the idea of mixed bathing.

In the second ryokan, we stayed only one night although we had

booked two. The house was in Tokyo, some distance from the heart of the city, and very small -- and talk about crowded! The houses were bunched up together, two stories tall, and almost touching. We accessed the main street along narrow lanes. The host brought us soup in the evening, which was thoughtful, but I was not used to Japanese fare. The room was small, with sliding bamboo and paper "windows" like you see in Japanese paintings, and of course the usual futons on the floor. The bath had a shower and a floor toilet down the hall. The experience was worth it, and as you might say, different.

After the ryokan we had to get back to our hotel down-town and, with all our luggage for the whole trip, we tried to get on to the subway in the morning rush hour. What an experience! We had to get squeezed in while the platform attendant actually pushed the people in so the door would shut. We went around a corner and Ann started to fall over and emitted a brief scream but she couldn't go anywhere we were packed in so tightly! And at some stations we were squeezed out the door to let passengers out and had difficulty getting back in! Such is life in Japan!

Some of these adventures, combined with arranging and conducting the interviews, left me exhausted. But when I was about at the end of my rope and getting irritable, Ann would start to laugh! And my comment in my diary was "that was good for our marriage!"

Our ski adventure was notable. We took a week-end to go north on the train to Nikko, then the bus to Namma in the mountains. The bus ride was hair-raising, with snow at the edge of the road higher than the bus. In Namma we stayed in a Japanese style hotel, with the usual futons on the floor, and kimonos to wear to dinner. We were the only Caucasians there, and the Japanese guests at dinner had a happy laugh at our experiences with Japanese-style food. The skiing where we were was not up to North American standards in terms of lifts and services and the lengths of the runs. But the total experience was indeed enjoyable.

At one transfer point, we had time to look around, and in a gift shop we encountered an American girl waiting on customers. It turned out she had met her now-Japanese husband at university in Los Angeles. The marriage was not totally pleasing to the Japanese parents but Beverley moved into the family and apparently got along quite well. We took time between buses to video-tape an interview with Beverley and her husband on various aspects of Japanese culture. She took us up

to her apartment to see how they lived. In their living room was a low large coffee table which they used with blankets to cover their knees, and with a heater underneath to keep them warm while working or watching television.

They still retained some of the old social customs. The oldest son customarily inherited the parents' estate, but with that came the responsibility of taking care of them in their declining years. In the case of this particular family, the mother ran the gift shop thereby earning the family income, the father did not work; the son, being the ultimate inheritor of the store helped his mother, but, I gathered, did not work very hard at it; and the son's wife helped full time in the shop. It was a man's world.

In the final report to the client on the future of communications in the home of the future, I prepared three scenarios for life in 1994, a ten year horizon at the time. One of them concluded with a tabulation of family use of communications per day for a "new age" family of father, mother, grandmother, a 22 year old daughter and a 15 year old son. All modes of communications are included; radio, TV, reading, fax, computer and hardcopy mail. I see now where I left out the videocassette recorder/player (VCR.) When the times of all these modes for the family of 5 are added up, as it is in my scenario, it comes to over 24 person-hours per day, 6.7 of which would be billable time. The billable time at my estimate of \$3 per hour comes to about \$520 per month. I tried to show by this scenario estimate, the economic potential of the future of communications in the private home. I think now, that it is much underestimated. We can expect "telephone/cable/VCR" bills to be up to \$600 or \$700 a month or more, if new media content is developed. The value of this projection is not entirely in the figures for times estimated but what the possibilities for program development could be. I am thinking here of more than "infomercials", but "how-to" TV programs and videotapes. Videotapes have not begun to reach their potential. I visualize "infotapes" that show you how to repair your car - sponsored by, for example, Canadian Tire and provided at a very tempting price; or, travel tips and tours sponsored by companies such as Shell Oil. Television extravaganzas last an hour or two, and are gone, but these "infotapes" could be reused time and again and be performed at the customer's beck and call. As my brother Gordon Thompson would say, TV sells "attention" and I think the market is as yet unexploited for the sale of "information." But, it is coming.

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Looking back at the trip to Japan, we could say that the country was neat, compact, efficient and safe. The people were courteous and hard working. They represented a single, ancient culture as compared to North America which is such a polyglot collection of people of many races and origins. The Japanese will want to preserve their unique identity on into the future, while we continue to mix ours. This could be seen as having the seeds of stress sometime in the future.

Section 4

FUTURES

WORK EXPERIENCE

Chapter 10

Economic Council of Canada

I got tired of working out of a briefcase, as I was doing, working as a consultant with Stevenson & Kellogg out of Toronto, and looked for an opportunity to work in Ottawa. I wanted to see more of what makes the world tick, although the consulting practice with a large consulting firm did provide excellent exposure to how business works.

Following up an advertisement by the National Productivity Council (NPC) I landed in Ottawa in September 1963 working on the promotion of productivity and Work Study - and stayed 11 years. For some reason the NPC took me on just as they were phasing out and being replaced by the Economic Council of Canada. There was a section in the empowering Act that set up the Economic Council requiring them "... to foster and promote productivity..." But the new Council didn't like the way the National Productivity Council promoted productivity, by speeches and encouragement of Work Study practices on the factory floor. The new body was, all but for me, comprised of professional economists, carefully selected from the best in Canada. Their way of promoting productivity was by doing and publishing studies on global data - like "output per worker" for the whole country. I was trained as an industrial engineer in the micro view of efficiency in the workplace; and that is essentially what Work Study was. So it took me a while to appreciate the larger perspective, but as time went on I saw the wisdom of it.

The first chairman of the Economic Council was John Deutsch. He had a strange charisma; it seemed like he had just come off the farm, as was his Western upbringing, but every time he spoke in public he was quoted in the newspapers. I couldn't figure why he was so prominently quoted when what he said seemed so obvious or simple. Later I realized that this very simplicity was his strength. I understood that when Lester Pearson asked him to head up the Council, he accepted on the condition that he, not the Prime Minister, would do the deciding on what research the Council would do. And he did indeed, turn down requests from the Prime Minister for work to be done that the Prime Minister and the government wanted. This position can only be maintained if what you

do do is right, and Deutsch had that skill.

When I first sat in on staff meetings and heard their research program with target dates of five years, I found this quite puzzling. I had just come from the consulting business where deadlines were measured in days, weeks or maybe months, but not years! But what I learned was, that what they did do, usually resulted in major changes in government practices or in new legislation. As they say, the wheels of the gods grind slow, but they grind exceedingly fine.

Louis Couillard was Vice-Chairman and I reported to him. He had been an ambassador in Norway and in Venezuela before coming to the Council as Vice-Chairman. His mother tongue was French and he was a cultured patrician of the old school. He was a strong and intelligent person but basically very shy. When he sat in on meetings that John Deutsch chaired he barely spoke. When he was in charge he was indeed properly in charge and administered the meeting with skill and diplomacy. He had a dignity about him that created a wall which discouraged intimacy. He was gentle but insisted on good work. When I first submitted work to him for review, he asked (without reading too much of it) "Is this your best work, Fred?" So I took it back and improved it considerably!

To promote productivity I had a staff of five regional officers and developed programs to encourage businesses to improve their effectiveness. There wasn't a great deal to do because we were required by the Act to not operate any function that could be just as well carried out by another government agency or the private sector. So we ran a few conferences and looked for programs that others were doing in other parts of the world that we could pass on to local organizations interested in encouraging improved productivity.

For a conference I had to select prominent people and get them, for no fee, to write a paper suitable for presentation, and later, publication. After great effort and persuasion I would get a draft paper, show it to Louis Couillard, and he would carefully go over it and ask me to get the author to rewrite it. I had to admit that he was right, but he didn't seem to realize how difficult it was to get anything at all from such busy people. Then I had to go back to them and ask for a rewrite.

Gerry Fish head of a large consulting firm in Montreal was a great extrovert and communicator, and when I explained to him in diplomatic terms that the paper had to be rewritten, he said "Wait a minute until I put on my tape recorder." So I had to make my most persuasive pitch

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to him and have it on record. He finally did rewrite it, and it was published as a special document in the Economic Council series of publications. This also happened when Alfred Powis, president of Noranda Mines, submitted a paper for another conference. I had to tell him it was not good enough. I learned a lot working for a proven diplomat. Also I learned to respect the quality of dedication and performance of senior civil servants.

We had an interesting experience in Halifax while operating a conference to encourage productivity in industry. The regional director, Ted Irwin, carried out the plans we mutually devised for the event. Among the speakers we got to perform was Dr. Lillian Gilbreth, the widow of Francis Gilbreth the famous industrial engineer. She was the mother of 12 children, and the subject of the book and film "Cheaper by the Dozen." It was a real thrill for me, also an industrial engineer and admirer of Gilbreth, to sit beside her during the conference and have a friendly chat. She must have been in her 80s, was frail, but active in running the large consulting business her husband had established.

A few hours before the program began we asked the hotel staff to darken the room to allow for the showing of audio-visuals. They responded that they had sent out the enormous drapes on the very high windows out to the cleaners the day before. Panic struck! However, they found a way with blankets to do the job, but just in time.

After the conference, since we had worked very hard and suffered all the agonies of getting such an operation running smoothly, we hired a fishing boat and held our "summit meeting" with the conference organizers to review the event as we toured the Halifax harbour. A creative innovation - which we paid for ourselves.

At another conference we invited Prime Minister Pierre Trudeau to speak, and he accepted. We offered to write the speech for him, to make it easy for him to accept, but he insisted on writing his own. When I arranged the ball room for the event at the Queen Elizabeth Hotel in Montreal, at the last moment I discovered, by chance, that Air Canada was having their Christmas party with a rock band in the next room. So I had to make a quick switch to the Mount Royal, and then provide bus service from the one hotel to the other.

The Council provided me the time and expenses to respond to any calls from a local group to speak in the interests of productivity improvement. This provided a number of most delightful experiences. I was able to visit every provincial capital city but one during one year,

and made a point to see the legislative chambers of each one. The process of government is fascinating. My *modus operandi* for a speech was to prepare a written address, have it approved by the Council, then give it as written. Then, no political mistakes were made, and after the speech, when the reporters would come up for an interview with the intent of asking controversial questions I would just hand them the written document. They were glad to get the complete address and then found it easy to prepare their article for their paper - with no errors. A win-win situation.

A friend warned me that when speaking to service clubs, don't panic when the time for your talk is consumed by the business of the club, with all their horse-play, fining for misdemeanors, and such light-hearted activities; be prepared to cut your 40 minute talk to 10 minutes. He was right, and that foreknowledge saved me a lot of stress.

The embassy of Czechoslovakia, then a Communist regime, asked if they could send a representative to interview me on the ways they might promote productivity in their country. I obliged them, but when this man invited me out to lunch at a later date, I phoned the RCMP to see if I should go. They said yes, do go, but report back to us. I said thank you, but to myself, NO WAY! This is how most spy stories are created - the hero (or victim) accepts such invitations. Nothing ventured, nothing won? Then many months later I got an invitation from the Russian Embassy to come and meet their newly arrived science attaché. So I could see the network operating and declined that invitation also.

The Council after a couple of years decided to drop the network of regional officers for which I was responsible, and let all the team on productivity promotion go except myself and my assistant, Morris Heath. I had built up a great enthusiasm and commitment to productivity promotion and was disappointed to see it dropped. However, when I first came to the Council, I had decided to "work for the boss, not the project." This was because I got into trouble at Stevenson & Kellogg when I was right, but not in accord with the wishes of my direct superior, the very able Vice-President. The president said, "Well, I agree with what you did Fred, but I have to choose between the vice-president and you."

The man who hired me for the National Productivity Council could not adjust to the new directions, but was kept on for a year while the Council business administrator tried unsuccessfully to place him

elsewhere. In the meantime he sat in his office and wrote a book on labour relations. Eventually he found work himself outside the Council.

When John Deutsch announced his retirement from the Council, Louis Couillard moved out to become Deputy Minister of “Fish and Chips” - the Department of Fisheries and Forests, and Arthur Smith moved up from Director to become Chairman. This does not always work, moving one from within to become top man. However in this case it was a quite successful move. I guess Deutsch knew his people; and after all that is one of the prime responsibilities of an executive - to pick a capable successor.

Smith was a good administrator and effective leader in his relatively quiet way. It takes consummate skill to get the appointed members of the Council, which included key people in both labour and business, to agree to sign the Council's Annual Review. This document contained the results of the research of the Council staff, with recommendations. As John Deutsch established at the very beginning, the Annual Review would, on publication be distributed to the government at the same time as to the public. The conclusions were often not in accord with government policy, but the Council was forthright in its recommendations. This approach pretty well guaranteed sufficient controversy to generate a visible press. I had occasion to check Hansard at the height of Council's popularity and found instances where both the government and the opposition quoted Council research and recommendations to defend their respective positions.

Smith convened a luncheon meeting with a senior representative of the business community of Québec and myself in the Chateau Laurier hotel, for some useful purpose, and in the middle of our luncheon, Smith was called to the phone. On his return he reported that the press had called him about the remarks he had made the day before at a speech he had given in London, Ontario. Here he was pushed by the audience to say whether the Council favoured a floating exchange rate. At first he declined to say, but finally he said that personally he thought the exchange rate should be let float. Well, he learned that day not to say one position for the Council and another for himself. The stock exchange was significantly affected by those remarks that day, and the reporters were right after him. All these incidents clearly show the respect with which the Economic Council and its head were held by the business community and the body politic.

It was during Arthur Smith's regime that I became interested in

the futures movement. Seeing that futures studies concerned themselves with a horizon of from 10 to 20 years, and often more, I asked the Chairman at a staff meeting what was the time span for the research the council was planning. This took place after the annual meeting of Council members where the research program was discussed and general parameters set. He responded:

“Five years.”

And I responded to that:

“Five years is maintenance; the horizon should be at least 10 to 20 years for the kind of work we are doing.”

Not that our research should take 10 or 20 years to complete, but we should be looking that far ahead to select the critical topics and directions. To that interchange, one of the senior staff economists exploded:

“We don’t want any futurologists around here!”

The punch line to this story is that next year the same interchange took place and the same economist was much more receptive to the thought of longer range futures and the acceptance of the word futurist or futurologist. So, the Council was slowly recognizing the significance of futures activities.

I have always felt that of all the professions, economists and lawyers have difficulty with futures concepts. They both base their views of the future on past performance, whereas the futurist by definition must develop and describe alternate futures and not necessarily be circumscribed by what happened in the past. Erich Jantsch¹ recognized a decade before, that there are two kinds of futures: those that are based on extrapolations of the past, which he called explorative; and those that take the leap of faith and postulate what the future might be, which he called normative. The normative type can allow for discontinuities which would not normally occur in extending the curve from past data. More recently I talked to the president of the University of Toronto at an alumni gathering and asked him if the University was preparing any futures studies as a basis of policy decision making. And then I mentioned my belief that economists and lawyers had difficulty seeing the future as anything more than an extension of the past. He then informed me with a twinkle in his eye that he was both an economist and

1) Jantsch, Erich, *Technological Forecasting in Perspective*,
OECD, Paris, 1967

a lawyer! Anyway he graciously accepted my offer to write him a letter about the concepts of futures studies and how they might be useful to the University. This I did and he responded with an appreciative letter.

During most of Deutsch's and Smith's regimes my work was done as a team with Allan Keys, a chemistry graduate from McGill, with an MBA from Harvard, and Morris Heath, a B.Com. graduate from UBC. Keys was the team leader and we three were like the Three Musketeers, we worked together so well. Our two main tasks were the conduct of the annual capital investment survey, and the completion of a study of management practices in manpower planning which we entitled "Meeting Managerial Manpower Needs." Keys was a wise person with a gentle personality. I can see him sucking his pencil, as he reviewed a draft paper of mine, saying:

"Well, on page one . . . paragraph one . . . line one . . ."

Then he would then proceed to suggest a better way to present the point. Heath was the greatest support person a team could have. He knew your thinking and could be trusted to respond in the most helpful way.

The annual capital investment survey, as carried out by the Council, included visits to presidents or their delegates of the 200 largest companies in Canada to ask them their capital expenditure plans for the next five years. Because of the size of the project and the fact that all contacts were by personal interview, we did this in collaboration with staff from Statistics Canada. It was a great experience. The president of Bell Canada put his feet up on the desk and chatted for half an hour on his problems. He commented to the effect that:

"If we don't get enough money from our subscribers we cannot do the research to keep up with the new technologies of communications; and the regulators of this business keep the lid on rate increases. With the constraints of the regulatory bodies we can barely keep up with present technology."

We got great co-operation from all companies because of the high regard in which the Council was held in the business community. There was only one exception. A large mining company vice-president said, when I expressed surprise that they wanted to withhold their 5 year capital investment plans, "When the government tells us what they are going to do, we will tell them what we are going to do." Fortunately most companies were cooperative.

We found the banks co-operative in our investment survey but they didn't seem to tell us anything beyond the necessary data - and they were in a critical position to do so. I thought it would help if I contacted the president of the Bank of Montreal whom I had not seen since we were campers at Camp Pine Crest, the YMCA boys camp in Muskoka, Ontario. He was most receptive and invited Allan Keys and myself to lunch. I said that we had to get to C-I-L right after lunch and didn't have any real time to spare.

“Well,” he replied, “you have to eat somewhere.”
So I accepted.

After our very successful meeting, he led us to the executive dining room up at the top of the Montreal St. James Street head office building. We were introduced in an ante-room to a host of vice-presidents, and handed a menu with our names on it as guests and also the Canadian Ambassador to Mexico. I recalled his remark “You have to eat somewhere.” Then we were taken to the adjacent dining room where the long table was set with white tablecloth and silver. Arnold Hart the president was on my left, and a vice president for foreign business on my right. Keys was on the left of the president, and the ambassador, Sol Rae was across the large table. During the discussion of trivia, something twiggged in my mind, and I asked the ambassador,

“Do you have a brother Jackie Rae?”

“Yes, I do.”

“Were you ever at Camp Pine Crest?”

“Indeed I was.”

“Then you must have been there when Arnold and I were there.”

And he recalled that that must have been true. And I said, addressing both Hart and Rae,

“Do you remember the camp yell?” and began to say in quite a loud voice

“Chickety-Rick, Chickety-Rick . . .”

and continued with the Camp yell, and the other two joined in enthusiastically. Such a scene that was! After the meal, Hart escorted

us to the elevator and we descended to the garage where he had a long black car with chauffeur waiting to take us to our next appointment at C-I-L. And then I reflected again on what he had said, "You have to eat somewhere!"

The economists of the Council had been working on productivity improvement for the economy for over a year, and when Allan Keys and I were talking the Arthur Smith, the Chairman, he said that he had decided to phase it out, it wasn't going anywhere. Keys then proposed that he give our team of three a chance to pick up the project and do it our way; we would just pick one aspect of productivity and focus on that. Smith agreed, so we developed a plan to conduct a survey of a group of private sector companies to enquire as to how they conducted their manpower planning programs. We felt that manpower planning was an important key to productivity. We decided to select only companies that were active in the field. We then set about to select a panel of qualified companies, ending up with 46 of them including Bell Canada, Air Canada, C-I-L and similar large well-run organizations. We had a lot of interesting experiences during the conduct of the study.

Included in the study was a component of how they did their strategic planning. We asked our various interviewees, who were, again, senior executives of the 46 companies we had selected, what methods they used to look into the future as part of their strategic planning. In one case I asked our contact at Air Canada if they did scenarios of the future. He said they did, and indicated after questioning further that they had only one scenario. I said that that would provide no useful information since it must be by definition, a business-as-usual view of the future and not allow for any discontinuities. This is one of the underlying premises of futures studies.

We sent copies of our final report to the various participating companies in the survey, as we had promised them. Shortly after this I got a call from C-I-L asking if we would tell them how their company rated on our scale of excellence. I said that we would not say how they rated, but we would be glad to come down to Montreal and do a separate rating using the same factors and methods we had used for the survey. Keys, Heath and I went to Montreal and met with a group representing the various functions at C-I-L. We did the rating and it came out almost exactly as we had rated them from the interviews we had held during the survey. This in itself would not be too significant if we hadn't some weeks later conducted the same kind of rating with a large government

department. Remember, we had built the tools and criteria of excellence in manpower planning based on private sector companies, and ones that were actually involved in some type of manpower planning. The question then was, how would a government department rate by this process? Since Louis Couillard was now Deputy Minister of Employment and Immigration, a federal department with some 8,000 staff, we went to him and he arranged for us to set up a similar meeting for rating manpower planning excellence.

The results were totally different from the private sector. They answered all our questions in the affirmative on whether they knew about the procedures and techniques of manpower planning, but were woefully inadequate responding to questions on how they used them. We concluded that if the private sector knew about techniques, they used them. On the other hand the government knew all the techniques, but did not necessarily use them. We gathered that the Treasury Board ruled that the federal departments should know manpower planning techniques, and provide training for them. But they could not ensure that they used them!

A unique part of the study was the rating system we developed for measuring excellence in manpower planning. It measured each company's performance in five factors (corporate planning, job identification, etc.) and applied a point rating system to these, so each company ended up with a numerical final score. It worked out quite well and gave consistent results as demonstrated by the C-I-L experience.

The various experiences at the Economic Council were interesting and challenging; it was like being paid to get an education.

We planned a conference in collaboration with the Senate Special Committee on Science Policy since they expressed a strong belief in the value of futures studies (see also Chapter 2.) Senator Maurice Lamontagne was the chairman of that committee, and I had many meetings with him. They got right up to the point of a go/no-go decision and they bowed out. During the planning for and seeking speakers for the proposed conference, I asked a staff member of the Department of Urban Affairs if they would provide a session looking at urban futures, optimistic, business-as-usual and pessimistic. He replied "We couldn't do that. Our minister had said we could not do any pessimistic futures."

In the final report of the Senate Special Committee on Science Policy they recommended that the government should set up an institute on the future and call it *FUTURESCANADA*. Some two years later the

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Economic Council did set up a Long-Term Futures Group.

Arthur Smith completed his tour of office and moved on to become the Chief Executive Officer of The Conference Board in Canada. Here, his first move was to move the office from Montreal, where he didn't want to live, to Ottawa, where he DID live! And a good move it turned out to be. Smith turned the organization from a timid mouse to a roaring lion in the several years of his tenure.

The government then looked for a French-Canadian chairman to succeed Smith and selected an academic from the Province of Québec, André Raynauld. Jacques Parizeau was invited to fill the post but he had other political interests and ambitions and declined.

In a discussion with Raynauld I told him about the futures work that I was interested and active in and he responded:

“I don't think there is much futures work going on in the government.”

“Oh, but yes there is. Would you like me to find out?”

“Yes, I would.”

So that was the beginning of a year's work designing and conducting a survey of what futures work was going on in government and in the private sector.

The futures survey project was done with André Barsony, who headed up what the Council at that time called the Long-Term Futures Group. We contacted 93 business organizations, and 41 government departments and agencies, who indicated willingness to participate in the study. We sought, by a series of questions, either on the telephone, or in direct interview the following information:

1. Awareness of the major concepts of studies on the long-term future
2. Knowledge of the leading methods of that type of work
3. Actual practice of studies on the long-term future

The key words were: Awareness, Knowledge and Practice in that order. Because of the Council's antipathy to the word “futures” we used mostly the terms relating to long-range forecasting.

This was not an elaborate type of study, but it provided much information on where organizations were at on the subject of futures.

“Awareness” included a series of questions on whether they were acquainted with the Club of Rome, Limits to Growth, technological forecasting techniques, and so forth.

What we found was that governments were much more aware of futures and technological forecasting than the private sector, and that they used the techniques more. In fact, twice as many government organizations were familiar with the futures field compared to businesses, and two and a half times more government agencies actually used the methodologies as compared to the business community. Some of this could be explained by the experience I had interviewing the president of Imperial Oil, William Thwaites.

Since Thwaites was a member of our Economic Council - a Council member is like a board member in any other organization - he willingly provided time for the interview. I explained what we were after and he said he didn't believe in the value of futures studies and techniques. This I found hard to understand, until his secretary interrupted the meeting to say that he was wanted in the next room. Then Thwaites excused himself saying that he had to make decisions on spending I forget how many millions on next year's projects. Meanwhile his assistant took me to the group of personnel who were actually doing futures work - and doing it remarkably well. So I concluded that the Chief Executive Officer is primarily responsible for next year's balance sheet and to produce a favourable picture for the shareholders. Otherwise he is in deep trouble. However, he delegates to his staff the longer range issues and expects them to keep him informed.

Just before the end of my term with the Economic Council I was loaned to the Department of Transport's Transportation Development Agency (TDA) located in Montreal. The purpose was to help them in a study they were doing on the future of transportation, and my futures experience would be useful to them in preparing their long-term views.

The project at TDA gave me a chance to try out in actual practice the technological forecasting techniques I had been reading about - particularly those described by Erich Jantsch¹ in his comprehensive study “Technological Forecasting in Perspective.”

In our first try at looking into the future of transportation we applied cross-impact analysis. In this we found that the way the questions were asked, and the way that parameters were chosen, so

1) Ibid, p. 65

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affected the output that it was not that useful. After considerable experimentation the final method developed was to gather basic background data and prepare papers, then select from those resources the appropriate parameters for a set of alternate scenarios of the future. As mentioned before, a single scenario of the future is not helpful and becomes a prediction without innovation, risk or impact. In the TDA study the background studies included such topics as:

- Movement of primary products
- Transport of manufactured goods
- Passenger transport in urban areas
- Energy prices
- Personal values
- and so on for several more sub-topics

In the background papers, developed as resources for the eventual scenario writing, two or three explicit alternatives were developed for many of the parameters, such as energy prices, and these particular values included in the appropriate scenarios. These data were then incorporated in a set of scenarios representing a reasonably wide range of alternative options. As a final step in the resulting report, implications for government transportation policies were drawn.

The TDA project lasted for the summer of 1974, then I was hired by Canada Post to use my futures studies background in the work of the Post Office.

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In March 1992, after 29 years of operation, the Economic Council was shut down by the Conservative Government, reportedly as a budget measure. This represented an \$11 million expense, employing 137 people. In its time it made a significant contribution to the economic and political life of the country. So one wonders whether the organization, in the opinion of the government, had outlived its usefulness, or whether it was strictly a political move.

Chapter 11

Canada Post

I started at Canada Post in June of 1974 on the basis of my interest and background in futures studies. It was a term appointment, that is, it gave me an assured year with no guarantee of continuity. Any extension had to be negotiated each year. However, I found a kindred spirit in the one to whom I reported, Cal Vandergeest, so I felt free to take the risk.

When anybody asked where I worked, I found out that it was unsafe to say "the post office," it had such a bad public image. We used to say we worked for the government. So, it was interesting to work on the inside and see just why that was. One of the main public complaints was for late delivery of mail.

Any late or misdirected mail was sure to find a willing critic. To try to control this potential damage to the Post Office they maintained a delivery success score-keeping system. An on-time delivery rate of 97% was considered quite good by the management. However, when you think of 9.7 billion pieces of mail being handled a year¹ and 3% of this lettermail is not on time, then you have 290 million potentially dissatisfied customers each year! It is not surprising then that there was a bad public image.

The delivery success rate of 1st Class mail was measured each month and recorded. The percent delivered on time (where the management set the standard of what was on time) averaged 88.2% for the year 1974.² However, the means of measuring the delivery of mail was suspect, since it was operated by a branch of the Post Office (it was measuring itself), by mailing standard unmarked envelopes, (which the sorters soon learned to recognize) from one sorting plant to another. Pick-ups from street letter boxes were not included, nor was letter carrier delivery. It was simpler that way! I recommended a more complete system which included sample tracking from mail box to final point of drop-off, and now they are indeed doing this, using Ernst &

1. Annual Report Canada Post, 1990-91

2. Annual Report Canada Post, 1973-74

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Young and are getting much more useful and believable results. The Annual Report of Canada Post for 1990-91 shows a percent of lettermail delivered according to their standards as 97, which is a considerable improvement. This improvement was even greater when one considers the improvement in the sampling and tracking system itself.

Current delivery standards and results for the first quarter 1992 were:

DISTANCE	DAYS	% ON TIME
Within a city	2	98
City to city in one province	3	98
City to city across Canada	4	98

The second reason for a bad public image was, and still is, the strikes and general labour-management relations. I got quite involved with the labour problem. In fact, so involved that my job was at risk.

This was in the period of the installation of the postal coding system and the installation of automatic sorting machines. I had landed in the organization at an interesting time, to say the least.

One of my first projects was to develop a set of future scenarios of the post office in the next several decades. The scenarios ranged from a Post Office with a minimum employment level of 27,000 employees to a maximum of 107,000 by the year 2000. It was then about 60,000 (1975). The lower estimate of employees was based on lower future volumes, based on the impact of electronic mail, facsimile, and automatic sorting and other productivity improvements. The higher forecast was based on a rejection of automation, labour problems restraining productivity improvement, and a significant increase in mail volumes.¹ Now, how did all this work out? That is the fun of forecasting; to see how, as time passes, the future scenarios work out in fact.

By 1991 the number of employees was 57,000 which was less than in the year of the forecast, but in between my minimum and maximum scenarios. However between the year of the forecasts and 1991 the mail volumes increased considerably, and productivity increased along with it.

The onset of technology of communications since the writing of

1) McLaughlin, M. *The Choices for Tomorrow*, an in-house report, February 1976.

the scenarios has not reduced the mail significantly. All communications increased with population and economic increases, and the postal service has as a result gained in volume but not in market share.

Delphi Forecasts

Before I arrived, both the Environmental Analysis and the Systems Research and Development groups had conducted Delphi surveys on the future. A Delphi survey is where a number of questions are asked of a panel of about 30 to 60 experts, the answers are reviewed, summarized, then sent back to the panel members for a reconsideration, and revised opinions, if any.

One Delphi¹ was conducted with a panel of 52 senior and middle management personnel in the Post Office, asking their views on the future of the postal service. Here are some of their conclusions:

- Mail volumes would increase, but at a slightly declining rate; forecasted to be 6.3 billion by 1987. (***Actually it was closer to 8 billion.***) Reasons quoted were new technology in communications including electronic mail and facsimile. A minority felt that mail volumes would decline over the next 15 years. (***Actually they almost doubled.***) The growth in total communications over the past 15 years has increased due to increased population and economic growth. As mentioned above, the Post Office has gained in volume but not necessarily in market share.
- Expected delivery of facsimile mail to the home, as a percent of total mail received in homes, was forecast to be 31% by 1987 and eventually 50%. (***Actually the present percentage of facsimile received in homes is estimated at less than 1%. However, facsimile direct to a PC (Personal Computer) is now feasible and, along with electronic mail, growing fast.***)
- The work week was expected to shorten to 30-32 hours a week and 4 days by the next 10 years. (***Actually no change has been experienced; the work week is still 40 hours, less 1/2 paid lunch***)

1) *The Future of the Postal Service*, by the Environmental Forecasting group of Canada Post, August 1973.

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hour per day, or 37 1/2 working hours and 40 paid hours per week.)

A second Delphi¹ was conducted in 1973-4 where the panel was comprised again of members of the Post Office. These results showed expectations as follows:

- The work week would “definitely” be shortened and will become a 32 hour week by 1981 and a 30 hour week by 1986. Work patterns will become increasingly flexible resulting in a work-at-home arrangement available by 1990. *(Actually, the work week, as noted above, has not changed; and I understand that there are only a few regular work-at-home arrangements in effect at the present time.)*
- There would be electronic transmission of mass mail and direct advertising mail by 1986. *(Actually this type of mail is now electronically generated by companies with a large number of branches, or distribution points, sent to the nearest postal station by electronic mail, then delivered by letter carrier.)*
- There would be home video-computers by 1986. *(Actually the PC came in about this time.)*
- Laser memory, oral and written longhand input for computers would affect work patterns by 1990. *(Actually this forecast is pretty well on target, but, and although the written longhand input is available at this time, it is not in general use.)*
- A guaranteed minimum income would be in effect by 1981. *(Actually no such support system has been developed, and there is no current discussion of one.)* I am surprised at this prediction.
- Financial mobility predicted by 1986 - which I presume to mean the mobility of employee pensions. *(Actually, pensions are*

1) *Future Work Patterns* an in-house report prepared by the Systems & Research Branch, Canada Post, March 1974

transferrable to some companies; and government legislation is now in preparation for universally moveable pensions between companies.)

What can be learned from these surveys of expectations of the future, especially when so many have not been realized? For one thing, they are useful as input to revised forecasts and expectations. Asking why some particular expectations did not come about, is helpful in developing new views of what may transpire in the future. They are also useful when accompanied by a monitoring system that tracks the annual progress of the predictions. Revisions can then be made on an ongoing basis, and new views of the future developed as changes are observed. Delphi surveys are useful as input to the writing of scenarios; and multiple or alternate scenarios are essential as a resource for strategic planning. Better to develop views of the future even though they do not always work out, than to not develop any at all.

One of the most interesting experiences in that period with the Post Office was the project to look into programs for the adjustment to technological change.

Programs for Adjustment to Technological Change

As mentioned above, the Post Office was in the process of installing postal coding and automatic sorting machines, and was concerned about the effect of this on the employees. The transition from hand sorting, which was a personal skill of which many were proud, to big noisy machines to do their work, was bound to be traumatic. The process of coding was a highly routine operation requiring operator speed, concentration and very little skill. At the beginning, the coding desk operator was presented with a letter, automatically, then had to read the hand-written code on the envelope and type it in. The machine then made marks on the letter which the automatic machines could read, and the rest was then automatic. The operator never touched the letter. Later, as the technology advanced, optical character reading was introduced and this operation further automated.

In the old way of sorting, the operator would develop an incredible skill in reading the address, knowing the location and toss into an open mailbag relative to the destination. Frequently the sorting clerks would compete with each other just for the sport of it. At other

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stages, the sorting clerks would sort to a "pigeon-hole" directly to a letter carrier's route. Here again they learned over time where every street in the postal area was, and were able to toss into the right location with amazing speed and accuracy. They took pride in this. The transfer then to automatic sorting was a shock to their system in more ways than one. It was therefore necessary to devise some methods to help ease the transition.

I was asked to look into ways of easing this transition. So, I conducted a literature search covering quite a wide range of sources and countries, not confining to postal services, looking for ways that other organizations had adopted. I also visited some organizations and interviewed key people in this field.

If people were to be moved to quite different work, or even to be laid off, how does one go about it with the least disturbance to the individual, to the company, and the unions? I found a number of unique ways. Interestingly most of them are just as effective to-day as they were in 1976.

Here are some of the highlights.

Individual incentives for those who were in production work was a consideration; a way of increasing pay based on increased output. We didn't like the idea of individual incentives, such as a percentage of pay increase for a percent improvement in productivity; or traditional piece work. There were too many dangers in this, and I had seen too many systems fail, and seen where an incentive worked as a constraint to production after a certain level of productivity was reached. So, we did not consider this as a useful means of reducing the trauma of introducing technological change.

Group incentives. Under the heading of group incentives we found a number of these plans including profit sharing, and productivity gain sharing. In each case, the money gained by productivity improvement was shared through some formula between the company and the particular group of employees. Some paid off to the individuals monthly, others paid into a pool that was paid out at the end of each year. The ideas that I found in my search were good and it appeared that many plans were successful. In the case of profit sharing though, profit was shared

with the employees, but not the losses.

Improshare. One of the most unique plans was devised by a consultant Mitchell Fine of Hollsdale, New Jersey called Improshare.¹ In this system a production standard was set, and employees paid a bonus in proportion to the increase produced over that standard. Then when a maximum of, let's say 25% above standard was reached, the company "bought out" the standard. This means the company paid the employee the equivalent of a year's bonus at the increased level reached, then re-set the standard so the base was at that increased level. Everybody gained by this process; the employee got a year's bonus, which would be equal to a 25% increase in pay in a lump sum; and the company gained by large increases in production. It was most ingenious.

Time as an incentive. I vetoed this as totally impractical in the environment that then existed in the local Post Offices. I had seen this in the mines, which was expressed as "muck out and go home." In other words, when you get the work done, you can go home. The union was even then trying to negotiate what they had in Britain, if you finish the work you can go home 20 minutes early. That would be subjected to abuse so easily, especially in over-staffed offices, that I did not consider it a useful system.

A guaranteed annual wage. This would follow a large reduction in staff with a guaranteed wage for the remaining employees. Other company plans "bought out" the job of those they wished to leave, by offering a lump sum, often a year's wages.

One cardinal rule in the successful adoption of any of the proposed plans to reduce the effect of technological change, is that the employees' representatives must be included in the planning from the beginning. We did try to get the unions in on our study of ways to reduce

1) Fein, Mitchell, *Improving Productivity by Improved Productivity Sharing*, Conference Board Record, July 1976, New York, N.Y.

the impact of mechanization, but this did not meet with the policies of the company representatives.

There are many benefits besides monetary rewards that a company could introduce to alleviate the stress of major changes. Such things as improved working conditions (lighting, clean air, noise reduction), or child care, time off for social problems, democratization of the work place, recreational facilities, and so on. This was an interesting study and a report was produced "Programs for the Adjustment to Technological Change." What the Post Office did with the report I do not know. Like so many government studies, the senior management is often not involved in the decision to do the study, or has other priorities, and implementation is never done. I am clear on one thing; I never saw or have seen any of the plans described in my report put into effect in Canada Post. However, since it has become a private organization, the management has made many major changes both in operating methods and in progressive human relations practices - and now makes a profit for the first time. Bravo!

During this time I became interested in computer communications and computer conferencing. It was very early in the development of this technology. It was well before the PC (Personal Computer). We used a Texas Instruments portable computer terminal with built-in modem and typing capability on thermal paper. I understood that after my leaving the Post Office the assistants to the Minister responsible for the Post Office introduced this computer communication method to him. Apparently, when he was in the House his assistant had the terminal connected to the phone line in the room behind the seated members, and thus kept him in constant touch with the main computer at the Post Office headquarters, and was able to keep up-to-the-minute on developments there. And at that time things moved fast enough that that was a useful system. They were ahead of their time in this technology of communication.

Labour Problems

I was asked to look at labour trends into the next decade as a possible basis for Post Office strategic planning. This required looking at social change, education, demographic trends, changes in the economic and political environment, and the trends and impacts of technology,

What I find surprising, looking back now, is how many of the observations are still relevant to-day. For example, it was pointed out that employees will have an increased interest in getting more education; technological change will create stress, so job security will be an issue; they will want more participation in the management process; there will be more women in the work force; the work week will be 37 1/2 hours and vacation will be 3 weeks, with 4 weeks for longer term employees; workers will want better working conditions, cleaner air, less noise.

All these points are still valid to some degree. I felt at the time that management was characteristically too reluctant to move ahead on some of these issues and the unions were left to take the initiative. I suggested at one point that the Post Office is Canada's great opportunity for a social experiment. A couple of our recommendations were of particular interest. For example the company might:

“Develop an educational participation program with generous opportunity for self-development of employees at all levels of the labour force, including occupational and non-occupational opportunities and earned sabbatical leaves.”

“Commence management-labour participation committees at all major levels in the Post Office. We are, as taxpayers, all shareholders and should participate in full knowledge of the plans and operation of this social enterprise.”

Perhaps calling the Post Office a social enterprise is a bit much, but it points out the human aspects of the operation and would change the way management would look at their relationships and their responsibilities. Now that the business has become a Crown corporation, present management has introduced many of these more advanced human relations practices.

In identifying the critical issues of the future, the most important one, as noted in the report, was the possible separation of the Province of Québec. “Plus ça change, plus ça pareill.”

During my tenure, the union looked at management as their enemy, to be beaten; and the management considered the union as a militant group. At one time the new head of personnel tried management-labour discussion groups and was quite successful for a year or so.

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Then the union went on strike and he was heart-broken. In fact I was in the Privy Council Office when the executive in charge of personnel came in to see my boss looking for some support. After all the trust he put in those group meetings, he couldn't see how they could betray him that way. He left after another year and went into other work.

During my work on the labour study I had occasion to work with a former executive of the largest postal union. He told me of many incidents that revealed the internal workings of that group, and I found this quite disturbing. I was not able to use this information nor include any of it in my study.

I finally finished my report on the labour future and was ready to present it to management. My boss was away in Europe and I was impatient to get it presented. I phoned the secretaries of each of the appropriate senior management members, to whom I wanted to present the results of the study and asked them to book their boss to a meeting at the given day at 4:00 p.m. and we would serve sandwiches and coffee. They all came. The meeting went very well and as planned, even extending over closing time. At the end I alluded to the confidential information I had on the union, but did not reveal any names or specific facts, and offered to conduct another study on the shortfalls of the union and the shortfalls of management. In offering to do this I was taking a risk in revealing some of the information I had obtained from my confidante and making it known, but I was prepared to do this. I also felt that something would be gained in showing how management might improve their labour relations. I heard nothing in response to this offer, but my employment contract was not renewed when it came up a few weeks later.

Since that time Canada Post has become a Crown corporation and run more like a private sector company. The president comes from an automotive environment and is used to a strong union. Whereas the union in the past made all the demands and the management waited until they got directions from Treasury Board, they now are on a more equal footing. I am told the bargaining is just that, each seeking improvements in their position.

Personal Discovery

All this time I was going through a personal discovery experience, reading all the New Age books like "Scripts People Live By",

“Open Marriage”, “What Do I Do After I Say I Am Sorry”. One evening at the cottage, I was alone, reading John Buchan’s “Pilgrim’s Way”, watching a TV program about an American young couple discovering new values in India. I waited up late to observe an eclipse of the moon, and I felt a great urge to find out who I really was, and to explore my own full potential. This was in 1975 and then that summer my son (Robert Thompson) invited me to backpack with him out west in the mountains.

Bob asked me to prepare a backpack of 14 pounds. I weighed everything including my shoes, camera and made changes as necessary. Before leaving, I trudged up and down the stairs to test how well I might carry this pack. It wasn’t easy. I had some doubts whether I could manage it. When I got out to Field, B.C. I met Bob and I hired a taxi to the tent site that Bob had ready. Then he told me I had to take my share of the food which he had prepared, which added another 14 pounds to the pack. I didn’t think I could carry all that, but couldn’t complain at that stage. When we started to walk I counted my heart beats, and when they got to 120 I rested. I was afraid my heart might not make it. Gradually it got easier, then the next day we took a light hike with only a lunch pack. The day after, we resumed our loads and trudged on, climbing the mountain trails. That day I forgot about my heart beats and learned to stride on with confidence for the rest of the trip. We hiked for 8 days with only one contact with civilization. On the last day we descended 3,000 feet into our destination - Field, B.C. We had a great adventure and I learned that I could do more than I had thought I could. That was my first lesson.

That summer I attended the World Future Society General Assembly in Washington and met a person that taught me more lessons! I was introduced to the goings-on at the Strathmere growth centre, the ways of Transcendental Meditation, and the wisdom of her psychiatrist. I was shaken to the core, from my old Victorian ways and values. It was stressful yet exciting. She taught me one important principle:

"Awareness plus risk equals growth."

So I took some risks. I took up white-water canoeing, more backpacking in the mountains, and downhill skiing. Those were exciting days of new experiences and new learning.

I read, met new people, mixed with new groups and kept

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searching for new ways. I visited a psychiatrist who told me to continue with these new adventures, and to experience body contact activities in particular. So I took up square dancing, and karate and continued with white water canoeing and backpacking. The karate was particularly satisfying. I had never in my youth got into a fight like most youngsters do. It took me a few lessons before I had the courage to volunteer to pair off with an equal partner for a match. It was a lady student, and she defeated me in no uncertain terms. But it felt good to have had the experience. I realized that the early injunctions to be nice and turn the other cheek were not always appropriate. What I needed was to be able to fight when the situation called for it. I was just getting into balance.

This new adventuring went on for two years before I had the courage to go entirely on my own. In the process, I went half blind in the office one day. It was terrifying! But the doctor said it was stress and it would cure itself - which it was and which it did.

Finally I got up the courage to propose a separation, and just at this time, my contract at the Post Office was not renewed, and I was out of a job. However, I bought a condominium for myself, moved in, and in the same month took on the presidency of the Canadian Association for Futures Studies! According to the psychologists, one or more of these traumatic experiences would result in sickness within a year. It so happened that the following year was one of my best, and I prospered. Transformation indeed! I remember walking down the street one day and just bursting into a run out of the sheer joy of living.

I carried in my pocket a series of affirmations that I reviewed every day, so that eventually I did not need them - they became part of me. One affirmation cured my recurring periods of depression - "I never need to be depressed again." It was like a magic potion and created instant well-being.

It was with all these new attitudes that I moved into the next big adventure - working in the Privy Council Office. Shortly after, I met the lady I was to eventually marry, as the fairy godmother worked her charms!

Author's note: I hesitated including such a personal story in this document, but then I realized that personal transformation is an important part of the futures scene. If the world of the future is to change for the better, then many individuals must change in personal values, attitudes and performance.

Chapter 12

A Futures Guru at the Privy Council Office

After the Post Office did not renew my contract I had to scurry about and find another source of income. It wasn't easy. I put my name in to the Public Service Commission but that was no help. Someone suggested I get reclassified as it would make it easier to place me in a prospective position. That didn't work either.

I called a contact that I had in the Privy Council Office (PCO), Bill Snarr, who knew something of my futures interest and activities. We had been on the same speaking platform at a futures conference. We had lunch at the Board of Trade, of which I was a member at the time. He seemed interested.

In the meantime one of the division heads in the Post Office (Bob Evans) offered me a position, at a much lower salary. He apologized that he couldn't do better but if I wanted it, I could have it. I was grateful that he made me the offer, but told him I had one or two leads that I must check out before I accepted. So I checked again with Bill Snarr at the PCO just for sure, because I was not too hopeful. But he said he had got the OK to take me on as a special advisor on futures studies and activities. This was satisfying because it provided the opportunity to continue in the futures track, in which I was getting more and more involved and knowledgeable.

What is the Privy Council Office, or PCO as it is usually called? It is the staff that operates as the secretariat to Cabinet. It is part of the group comprising the Prime Minister's Office (PMO) and the Federal-Provincial Relations Office (FPRO.) It is in the higher stratosphere of the government bureaucracy. I was familiar with the struggle the departments had when they had to prepare "cabdocs" (cabinet documents) to make presentations to the Cabinet on the various issues, projects and proposals on behalf of their Minister. These presentations are either turned down by Cabinet, or become additions to the budget, or are incorporated in the law of the land. I was delighted to be part of such a group and looked forward to be able to contribute to it.

When I told Ann, my future wife, that I was working at the PCO she said “What’s that?” She was from Toronto and was not familiar with Ottawa jargon. I explained that it was the Privy Council Office. She thought it had a rural connection.

Actually, when I looked it up in my dictionary it said that one meaning of “privy” is “a small building having a bench with holes through which the user may ...” You know. It also says that “privy” means “private” or “secret.” Still another meaning, and the one that is closer to what we are really looking for is “a body of officials and dignitaries chosen by the British monarch as an advisory council to the Crown ...” They do, therefore, wield a significant influence in the government process.

When I left Toronto and the consulting business, to join the Economic Council in Ottawa, the motivation was to be able to see how the country worked and what made it tick. I did not expect to have such interesting positions; the Economic Council gave me a wide exposure to people and issues across both the government and the private sector; and then the Privy Council job widened that opportunity. Many times I have talked to people who were highly critical of government practices and behaviour and I was able to tell them some of the reasons why things happened as they did. This was because I was able to see the operation from the inside. It was customary to blame the government when something didn’t look right, when it really was the process. I claimed that any mature and experienced person would, with the same information - and the same incentives - do somewhat the same thing. That may not always be true, but knowing more of the process of decision-making at that level helped to understand it.

In the letter between officials in PCO of March 31, 1978 there were some particular tasks that were proposed for me to tackle:

- keeping the PCO, Prime Minister’s Office, and Federal Provincial Relations Office, informed of futures work
- monitoring the futures work of IRPP (Institute for Research on Public Policy); MOSST (Ministry of State for Science and Technology); and the Canadian Trend Report
- interface of futures with Cabinet decision-making
- consider recommendations on forming a clearing house on futures information.

Quite a tall order, but one that looked very exciting, and full of opportunity.

One of my first tasks, and perhaps just a way of getting comfortable in the environment, was to review a book that had just been published “Canada HAS a Future”. This was by Marie-Josée Drouin of the Hudson Institute in Canada and B. Bruce-Briggs. Some of the contents of this book, published in 1978, bear comment.

Herman Kahn, the creative and outspoken founder and head of the Hudson Institute in the U.S., said in the introduction some of the things of which all Canadians should be aware:

“Although many of the current popular doom-sayers and more pessimistic Canadians will doubtless consider a so-so future naively sanguine, my personal feeling is that it is unfortunate, indeed disgraceful, that Canada should not have an optimistic image of the future . . . Canadians are living in a veritable wonderland, and historically have been an energetic, resourceful, and noble-spirited people with rich and diverse cultural tradition . . . The emergence of the western provinces and Quebec as dynamic regions has clearly stimulated new problems, yet those could result in opportunities and a creative 'challenge and response'.”

Herman Kahn was always creatively optimistic, and this is a good example. All Canadians should re-read this introduction to Canada HAS a Future; it is most stimulating, and goes on for 14 pages!

The authors of the book asked many Canadians the question “Has Canada a favourable future?” and reported that:

“the frequency of the query reflected the pervasive pessimism in our country today. Certainly, given the widely perceived dismal outlook for our economy, society, and polity, that is a legitimate question . . .” then went on to state:

“We conclude that a cool, dispassionate look at Canada’s future results in a relatively optimistic view for the great majority of Canadian citizens and for the world in general . . . yes, Canada has a future, and potentially a fine one at that - but it won’t be easy.”

The authors recognized that what they call the French-English conflict, was among the major variables in the country's future and suggest that Canadians must seek more basic solutions, and more compromise.

Another major issue for Canadians was the unfavourable situation arising from a comparison with neighbours to the south. They listed four factors which made living in Canada a high cost situation, and said "we must pay for being Canada." These factors were:

- climate
- smaller internal market
- the "unnatural" east-west trading pattern
- the cost of maintaining the Canadian government and other national institutions.

The book went on to create alternate scenarios of the future for Canada. They related the factors of population, economics, resources, and so on, to each of the alternate scenarios. Many of the observations are still relevant today, 14 years later. And as T. S. Elliot says,

"We shall not cease from exploration
And the end of all our exploring
Will be to arrive where we started
And know the place for the first time."

Elliot, T.S., "Four Quartets," Faber & Faber, London, UK,
1944

For one who is responsible for planning ahead it is useful to re-read books like "Canada HAS a Future" and see what has changed over time, and see it for the first time. Then look to the future.

In that first month at the PCO I had an interesting luncheon meeting with Rennie Whitehead, a Senior Vice-President at Philip A. Lapp Ltd., consulting engineers, Alan Raymond of the Ministry of State for Science and Technology (MOSST) and Senator Maurice Lamontagne, chairman of the Senate Special Committee on Science Policy. We were discussing the various aspects of futures activities in the federal government. The Senator at the time was touring Canada speaking on the Kondratieff Cycle. This claimed that the business cycle covered a period of 50 years, and that we were then at the beginning of the decline

phase. Now, some 14 years later how does this relate? If we can accept a 10 year delay, perhaps he was right, and we may be at some point in the trough of a 50 year business cycle.

About that time I made a trip to Montreal to get up-to-date with the work that the PCO was funding at the Institute for Research on Public Policy (IRPP) and see what they were doing in the futures area. Their futures program, the planning of which I have described in Chapter 2, was planned to extend over 3 years at a cost to PCO of one and a third million dollars. At the time of my trip this program was just beginning.

IRPP Futures Program

The futures program of IRPP was initiated during the presidency of Fred Carrothers and directed by Dr. J. David Hoffman, hired in February 1977. The research program was divided into three groups: the Omena group, responsible for industry and technology studies, directed by Zavis Zeman; the Energy Study, headed up by Rick Clayton; and the Social Trends group, headed up by Marc Laplante. They were mostly in the planning phase at this time, but had drafted some studies and planned a number of projects that they were to be working on. Over the three year period they did produce a number of useful papers in their respective fields. The ones that I recall particularly were:

“The Men With the Yen” by Zavis Zeman, which pointed out the coming economic power of the Japanese. I passed this on to a federal government delegation when they were about to visit Japan on a trade mission.

“Nodule Shock” by Bill Cundiff, on the potential of undersea mining.

“Electronic Briefcase,” a forecast of the coming revolution in business use of the computer, by Robert Russell.

IRPP was also commissioned to look at the feasibility of providing the function of a Clearing House on Futures. They were not too keen on it at the time, and thought they might begin by issuing to the interested public a "Newsletter on Futures." I was not aware of either of these initiatives being followed through, interesting though they

might have been. PCO funding ended in December 1979 and their research continued under the heading of "Technology & Society."

During this trip to Montreal, Bill Snarr and I visited the offices of the Canadian Trend Report. This organization was headed by Kristin Shannon with a group of five or so staff scanning 150 Canadian newspapers. They collated the information and produced a summary report of trends three times a year, charging \$25,000 per subscription. The report was a 100-200 page document which thoroughly covered their observed trends in various fields, liberally sprinkled with opinions and judgements. It was quite useful, but PCO was questioning the cost-benefit of the service to them. I followed up, some time later, the value of the subscription to various staff members of PCO. During this questioning, I convened a meeting of four other federal government subscribers, and there were all paying \$25,000 a year. This didn't make much sense to me, and eventually we dropped the subscription.

Also on that trip to Montreal I visited Norman Henchey at McGill University, Faculty of Education who was writing a book on the future of education. He was an active futurist in education and had written several papers on the subject. He told me that it would take 2 to 3 years to complete the book and it eventually was published in 1983 by the Canadian Teachers Federation with the title "Education for the 21st Century." I haven't seen the contents but I do feel that Canada needs some new and original thinking, followed by appropriate action, in this area.

Interfutures

Interfutures was a project conducted by the OECD (Organization for Economic Co-operation and Development) headquartered in Paris, and to which Canada belonged. The project was a look at world problems, trends and so forth - an omnibus study on future prospects with a global perspective. It was a large and ambitious enterprise, conducted over a 3 year period that was focused mainly on the economics of energy and material resources. It was to be concluded as of December 31, 1978. Canada's Treasury Board was providing a share of support; they discontinued it near its conclusion and PCO took over, and that was one responsibility I had - to keep PCO informed on progress.

There was a meeting on the Interfutures project in Paris in February 1979 at which a representative of PCO attended - Bob Rabinovitch. They reviewed the project and gave it a negative response, so they decided to redraft it and re-issue it in April 1979. I sent copies out to a number of senior government representatives but the general impact was not particularly significant. One never knows what benefits such studies generate, but it is like all futures studies - even if the scenarios don't work out as described, it draws attention to the critical issues of the future and prepares one for possible action.

Futures Agencies in Washington

Later that year I made a trip to Washington to see what they were doing in the way of futures studies and activities. The discoveries were quite impressive. I visited a number of futures oriented organizations:

Congressional Clearinghouse on the Future (later changed to Congressional Institute on the Future.) This group, directed by Anne Cheatham, was set up to keep members of congress informed of futures issues and technologies. They published excellent newsletters for congressmen, held a Futures Fair to demonstrate futures activities and equipment, and organized luncheons with distinguished speakers for their members of congress. The series of luncheons included: Edward Goldsmith editor of *The Ecologist*, Dennis Meadows on "Limits to Growth" and the World Game by Buckminster Fuller.

House Information Service. This group provided an electronic database for Congressmen for information on proceedings, debates and budgets; and assisted them in the use of the computer. They also were developing an electronic voting system for the House of Representatives.

Congressional Research Service. An 800 person research service for congress directed by Dennis Little, with a futures unit, conducting studies, doing surveys, providing information.

Office of Technology Assessment. A group to do research on subjects of interest to Congressmen on the impacts of technology on the environment and society.

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Office of Science & Technology Policy, reporting to the President to keep him informed on technological matters.

American Council of Insurance, which was doing extensive social research for the insurance industry, including a MAP program (Monitoring Attitudes of the Public) and one on Trend Analysis.

Worldwatch Institute, headed up by Lester Brown, whose concern was the future of the planet, preparing research papers on social, environmental and technological issues.

World Future Society, led by Ed Cornish. It produced the journal *The FUTURIST*, held conferences, encouraged local chapters.

Canadian Embassy. Their science counsellor Joe MacDowall was helpful in setting up meetings with organizations I was planning to visit.

EIES computer network directed by Murray Turoff of the New Jersey Institute of Technology. I met with four Washington members of this computer conferencing network and joined the LEGITECH conference, consisting of representatives of state legislatures.

That was a busy trip, packing all that into three days in Washington. What I really had in mind accomplishing during the trip was to learn how the Congressional Clearinghouse conducted their Futures Fair for congressmen so we could do the same in Ottawa; and to invite Lester Brown, the president of the Worldwatch Institute, to attend one of our PCO staff luncheons. Both objectives were accomplished. In addition I learned a lot of useful information to pass on to my fellow staff members.

For one thing I learned that the U.S. government does not like the word “futures” but prefers the term “foresight.” Also I heard for the first time about the project on the future that Jimmy Carter initiated: “Global 2000” directed by Gerald Barney. For another, not only did Lester Brown jog 7 miles to work in downtown Washington every day, but so did his secretary! That should be the way of the future.

Computer Conferencing

Zavis Zeman and Russel Wilkins, from the Institute for Research on Public Policy, came to the PCO in Ottawa and demonstrated computer conferencing on the EIES (Electronic Information Exchange System) network. This was an experimental program operated by Murray Turoff of the New Jersey Institute of Technology and financed by the U.S. National Science Foundation (NSF). It interconnected several hundred professionals across the U.S. so they could communicate by computer over the telephone lines. They thus held electronic meetings, or conferences, on particular subjects. I was interested in the one they had on futures technologies. With the assistance of Zeman I became a member in August 1978, with the costs carried by the National Science Foundation. Users provided their own terminals, and NSF provided the operating costs. Later, in my years with DPA Consulting,¹ I did a study of this network, and computer conferencing in general, for the Department of Communications. In that study² I identified six criteria for successful computer conferencing:

- easy access to a computer terminal
- simple protocol for accessing the service, and editing and sending messages
- low cost
- motivation to use
- a network supervisor and leader
- a critical mass of users

If any one of these criteria were missing or inadequate, the conference could easily breakdown and fall into disuse. At that time I had one son at a university in Newfoundland, and another in Victoria, B.C., and I was in Ottawa. I set them up with my computer conferencing password and the necessary operating instructions, but they never used

1) DPA Consulting, Ottawa, which has since been bought out by Montreal Engineering.

2) Thompson, Fred G. *Computer Assisted Communications* prepared for Behavioural Research Branch of Department of Communications, Ottawa, March 1980.

the service at all. Not once. Reasons: no easy access to a computer terminal (it was in someone else's office, or another building); no critical mass of users (just the three of us); and no real motivation to use it. It was a good demonstration of the validity of those six criteria for successful conferencing.

Also in that study I came across some interesting responses on how users are affected by this medium. One respondent said he kept the terminal under the bed, and his wife said "Do you want the computer, or ME?" And another said many users were addicted, and defined addiction as:

- inability to compose off line
- inability to think off line
- signing on at least several times a day ("maybe something is waiting")
- dreaming about EIES (the computer conferencing system)

I have been on a computer conferencing or electronic mail network ever since, but really do not use it that much. I think that the reason electronic mail has not really taken off is the relative complexity of the protocol compared to such communication devices as the telephone and facsimile. Also in my case there was not a critical mass of people with whom I would communicate on the network, and therefore not enough action to create the necessary motivation.

At one time I tried to promote the use of computer conferencing to facilitate the preparation of First Ministers' meetings convened by the federal government. I learned that Ministers would not use computer conferencing because it would commit them to hard copy; they would rather communicate with their peer group verbally, so less would be on record; and they would not be tied down to recorded commitments. I could understand that. However their technical and executive assistants would be free to use computer conferencing and electronic mail for such purposes as arranging meetings and exchanging information. I am not aware that any such means of communications was set up. The adoption of new ways is often a matter of what others are doing. It usually takes a critical mass of users to get the technique used and become adopted generally. In other words, it has to become fashionable.

Staff Meetings with Futurists

One of the things I learned from the Congressional Clearing House on the Future in Washington, was the idea of hosting luncheons and having a “name” speaker. The plan I set in motion as a starter was to have someone special speak to a group of the PCO/PMO/FPRO staff. I wanted to call this “Meetings with Remarkable Men” which is the title of the book by Gurdjieff, but all these people were not necessarily remarkable! The purpose was to present futures topics, to keep our staff informed and aware of futures issues. I will describe some of these meetings.

Aurelio Peccei

Aurelio Peccei, founder and president of the Club of Rome, was indeed a “remarkable man.” Since he was coming to Ottawa on other business, I invited him to join us in a luncheon at the Privy Council Office on August 23, 1978. I discussed this with Bill Snarr and he said “Why not invite the Prime Minister?” Great idea! I phoned his secretary and he informed me that the PM was in a cabinet meeting that morning, but that he would try to attend; in the meantime, please send us some background material on Peccei.

I photocopied excerpts from Peccei’s book “The Human Quality” (Pergamon Press, New York, 1977) and some other relevant items and sent them along about 3 hours in advance of the time for lunch. Then Bill Snarr added “See if the Prime Minister’s boardroom is free, and let’s meet there.” The room was available and was about the right size. All this took place in the Langevin Block across from the Parliament Buildings, the location of the Prime Minister’s office, the PCO, and where the Cabinet met in the summer.

Luncheon was convened at 12:15 p.m. and Gordon Robertson was in the chair. About 12 staff members were present, and after a short eating session, Peccei began his presentation. He stated the case that Canada was a country unusually blessed and could well make a contribution to the world problematique by taking on a futures project.

1) Gurdjieff, G. I., *Meetings with Remarkable Men*, Pan Books Ltd., London, U.K., 1978

Canada could do this in concert with other like-minded countries. He didn't define the project, but suggested that the first year would be used to do just that. Just as he was about to finish, Pierre Trudeau walked in fresh from the cabinet meeting on the floor above. So Peccei patiently repeated what he had told us. The dialogue that followed showed that Trudeau had read all the material I had sent him. How he did it, I don't know, but he must have been a fast reader! I always had a good opinion of him, and respected his high intelligence, and this experience strengthened that feeling.

Trudeau wore a safari suit, no traditional shirt and tie, whereas all the others around the table were in pin-striped, or navy blue suits with white shirts and ties -- except me! Two futurists? The Prime Minister's response to the plea for Canada to assume a futures project of global dimensions was that he was sure his staff could take care of it and keep him informed. But he was careful not to commit himself, or ourselves.

From that meeting, I did take on the responsibility of looking into a possible project, which we called "The Peccei Project." We put together an informal committee of futurists in Ottawa to develop this concept and met several times. Before describing just what we did, let me continue to cover the other luncheon meetings with distinguished futurists.

Kristin Shannon

The Canadian Trend Report was covered in a second meeting of "Remarkable People." Since we were subscribers to this coverage of future trends, I thought it would be appropriate and helpful if the staff were fully informed how the system worked, and what some of the future trends were at that time. Kristin Shannon and her assistant Alexis gave us a full report at the buffet supper meeting after 5:00 pm on September 13, 1978.

Alexander King

Alexander King was a co-founder of the Club of Rome, by now a well-known organization around the world. He was an Englishman that had held many distinguished scientific posts and at the time was chairman of the International Federation of Institutes for Advanced Study in Sweden, and also an author in his own right. He was in Ottawa

on other business and I was able to get him to attend a luncheon meeting for our staff. Seventeen members turned up at our meeting of November 16, 1978.

Walter Baker

The fourth meeting in the series was with Walter Baker on December 20, 1978. He reported on a remarkable event and I wanted the staff to be aware of it. That event was the “Shaping the Future” conference held in Ottawa in June of that year. Baker was a professor at the University of Ottawa and ran his own consulting operation, The Centre for Policy and Management Studies Inc. at the same time. He was an energetic and stimulating entrepreneurial Scotsman that never lost the burr of his mother tongue. He reported on the eight main issues that he identified in his summary of that conference:

- the need for a knowledge policy
- the revolution in communications technology
- policy and management in the urban community
- limits to governing
- future of the market enterprise system
- changing rhythms of work and leisure
- the “difference of man” issue
- Canada’s role in futures work.

This was the kind of presentation that helped keep the staff informed of futures topics, which it was doing quite well.

David Hoffman and Rick Clayton

David Hoffman was the project leader of the futures program at the Institute for Research on Public Policy, which PCO was funding. Rick Clayton was in charge of the energy project in that program. I felt that it was important for our staff to know what this futures program was all about, and what progress they were making. We convened January 10, 1979 and 19 people attended, the largest meeting to date.

René Dubos

René Dubos was an emeritus professor at Rockefeller University in New York City. He was indeed a “remarkable man” of global stature. He was co-author with Barbara Ward Jackson of “Only One Earth.”¹ We met at luncheon on February 9, 1979 and again 19 people attended. There I heard for the first time the expression “Think globally, and act locally” which has been used many times and with many variations since. He made an interesting point relating to the use of fossil fuels. He felt that it was a crime to burn petroleum for heat, when it is so uniquely suited to chemical processing.

Lester Brown

Lester Brown was another remarkable person, as president of the Worldwatch Institute in Washington. I had met him on my last trip to Washington and called him to see when he might be in the area so we could have him attend one of our staff luncheon meetings. He was speaking in London, Ontario, in April of 1979, so I invited him to come to Ottawa to meet with us. He was one of the pioneers in warning the world of the dangers of using up the world’s natural resources, especially the sources of food supply. It was important therefore for him to present his data and opinions to our staff. I also arranged with the Canadian Broadcasting Corporation for him to be interviewed and present his case there. He was glad of the opportunity to do this, as his mandate was to make the research and publications of the Worldwatch Institute as widely known as possible.

Newsletters

In keeping with my responsibility to keep the staff informed of future trends and events, I put together a periodic newsletter. I put out several during 1978 and 1979. They quoted from various literature sources on issues such as energy conservation, the ageing of society, the impact of the microchip, and the decentralization of the economy. They

1) Ward (Jackson), B., and Dubos, R. *Only One Earth; the Care and Maintenance of a Small Planet*, Norton, N.Y. 1972

also reported on interesting futures events, like futures conferences and meetings; and progress with the IRPP futures research program.

It is interesting to note some of the items in this Newsletter: A quote from the March issue of the Newsletter is from the *FUTURES* journal of December 1978¹ which forecasts the simplifying of society accompanied by de-capitalization and decentralization, much of which is still applicable today. Small-scale organization would help avoid alienation and improve quality and improve decision making. India, according to the *Economist* (Feb. 24, 1979) had frozen the capacity for mill-made cloth to encourage village industries, and create labour intensive production. They also asked Lever Brothers and Swedish Match to phase out production of soap and matches, so they could be produced by village industries. Again, all of this is appropriate for today - and tomorrow!

The Peccei Project

At the Peccei luncheon for PCO staff, described above, he proposed that Canada work with other like-minded countries on a futures project related to the world problematique.

This expression "world problematique" was a favourite of his and was used as a focus in the formation of the Club of Rome. Peccei also presented his concept of a Canadian futures project in his keynote speech to the Canadian Association for Futures Studies conference a few days before our luncheon.

As the Prime Minister said at our luncheon, his staff would look into the possibilities of such a project; and this became my responsibility.

Peccei had done some work on preparing his concept of what a project for Canadians should be and outlined this in some detail in his speech to the Canadian Association for Futures Studies conference in Ottawa in August 1978. However his emphasis was on structure and organization rather than content, so he left the subject matter of such a project to those pursuing the project - meaning me! Before covering how we went about developing our views, it would be useful to quote some of Peccei's ideas on what this would be all about. It would be

1) *FUTURES*, Guildford, Surrey, England

especially useful since many of his concepts still apply today, and could well be followed up.

He felt that Canada was uniquely positioned to lead this futures project:

“For many reasons, thanks to her privileged condition and liberal traditions, Canada could take the lead in starting a thorough round of reflections on the new fundamental thinking -- or new ethic -- needed by mankind at this momentous juncture. Such an enquiry could be Canada-led and Canada-based while remaining open to a much wider participation by developed, developing and socialist countries and support from the United Nations.”

Peccei envisioned a task force set up for a three-year period; the first year to define its own terms of reference and operative network; the second to review existing ideas and stimulate new ones; and then one year to consolidate and present its conclusions. He felt that a budget of 2 million dollars would be required, but not all provided by Canada. The output would be a widely-distributed document aimed at triggering world-wide debate; and a second document consisting of the findings of scholars and opinion leaders directed to decision makers in key places. In all of these proposed actions, he did not identify any particular field or topic for research.

The concept was stimulating if not somewhat grandiose. In order to generate creative discussion and some formulation of a course of action, I convened a number of meetings with futures-oriented and futures-active people.

Alexander King, co-founder of the Club of Rome, and myself discussed the potential of “The Peccei Project.” We could not get any closer to a topic sufficient to generate interest for support funding. The Club of Rome itself had considerable success in creating and funding research projects resulting in world-wide debate. And this is what Peccei envisioned for our project. However, the projects like “Limits to Growth” had definite goals and purpose, so that is what we sought -- some special focus that needed significant attention. Peccei in a memo directed to us dated September 5, 1978, did suggest that Canada could “seek a new ethic for mankind.”

Other meetings were held over the ensuing several months and into 1979 including such people as Bob Fletcher, Rennie Whitehead,

Clive Simmonds, Charles Jeanneret, C. R. Nixon, Tom de Fayer, John Bradley, and C. S. Holling, all active in the futures business.

We had for resource and reference the “Six Missions for Mankind” in Peccei’s book “The Human Quality.”¹ They were too comprehensive to have a specific focus for us. Walter Baker of the Centre for Policy and Management Studies Inc. presented a proposal to PCO to convene an international symposium on the future to help develop the Peccei project. But that was turned down, mostly on a cost-benefit basis.

One of my memos contained some of our thinking on what directions should be taken:

“... the underlying goal of all this would be to move towards a new ethic for mankind, to show the urgency of new human values and inter-relationships to make a workable world -- and in the process to identify relevant guide-lines and priorities.”

Somehow we could not seem to get a project or plan of action into focus. And when I left the Privy Council Office in June 1979, the project died. The project is even more relevant to today’s needs than it was a decade ago. An appropriate focus could well be “a new ethic for mankind.”

One of the things I learned during the trip to Washington, in the Spring of 1979 to explore futures agencies, was the concept of a futures fair.

Futures Fair

The purpose of a Futures Fair as it was operated in Washington was to introduce congressmen to the issues and technologies of the future. The fair would consist of talks, displays and demonstrations, be setup for a day or so and all members of parliament and the senate would be invited. First, I talked to Peter Dobell, who was directing an association of parliamentarians, and then representatives of MOSST and the Department of Communications to support a futures fair. All agreed, then Peter Dobell said the members of Parliament would not be interested until after the proposed election. That seemed too far away for

1) Peccei, A., *The Human Quality*, Pergamon Press, New York, 1977

my purposes, so I went ahead and organized the fair for PCO and related staff focusing mostly on communications and information.

We set up equipment to display and demonstrate electronic mail, Telidon, personal computers, and related equipment. About 100 interested people attended. The purpose was achieved; the staff were kept up to date with the new technology of communications and the where and how to access information databases. Whether parliamentarians would have attended if it were held for them, I am not so sure. However, I understood from discussion with those in Washington who had set up their fair for the congressmen, that attendance was mostly by their staff personnel!

John Kettle's Futures Document

Bill Snarr wanted a document on future scenarios on Canada for a Cabinet briefing. We decided that we should contract John Kettle, a prominent futures consultant in Toronto, for the job. The purpose would be to provide to members of the Cabinet a view of the future of Canada in the world, that would be helpful in making their short term decisions and plans. Kettle did a great job, with a concise overview report and a set of charts that were converted into coloured slides. The report covered demographics, showing how Canada would look in 2025 with people of different age groups - and how the country would indeed look different. It also was strong on energy supply and what we should do about the anticipated shortages. It is interesting to note how much emphasis was put on energy and how little it seems to be an issue in the early 1990s. The clock is running down, and it would seem that we are not, as heavy consumers of energy, paying enough attention to the long term consequences.

Joe Clark and the Conservatives had come into power just as our study was completed, so he was asked if he would like to show our futures study to his cabinet. He agreed, but said it would have to be in the evening and by invitation, as he did not like to make it mandatory. Cabinet members are under a lot of pressure, especially when just taking over their new portfolios, as was the case at this time. However, Clark never issued the invitation because his term was short lived, and who wants to look at the 50 year horizon when struggling to stay in power a day at a time! Unfortunately Clark called an election within a few months of assuming power and lost the election.

I buttonholed some members of parliament when the opportunity arose to tell them about our futures study but could not raise any interest. A pity. However we did hold a seminar for members of the Privy Council staff and Kettle gave an impressive presentation.

Pierre Trudeau and the Liberals came back into power at the 1979 election and my one year appointment as a futures guru ended in June of that year.

Wine and Cheese!

From time to time there were staff events that were marked by a wine and cheese party in the late afternoon. When key people left, because there were a number of significant changes - like a change of Prime Ministers! - a wine and cheese party was called for. In this way I was able to meet a lot of interesting people that more than satisfied my purpose in moving to Ottawa in the first place - to see what made the country tick. When Michael Pitfield, principal secretary to Cabinet left, when de Montigny Marchand went to Paris on a special assignment, when Pierre Trudeau left and Joe Clark came in, the opportunities to chat with these people was great fun and meaningful. When Peccei died, I asked Trudeau if he was considering taking over as the head of the Club of Rome. He replied that he wanted to get back to his law practice and the city of Montreal.

*Some work of noble note, may yet be done,
Not unbecoming men that strove with Gods.
..... Come, my friends,
'Tis not too late to seek a newer world . . .*

“Ulysses,” Alfred, Lord Tennyson

Section 5

AURELIO PECCEI

and his

ORGANIZATIONS

Chapter 13

Aurelio Peccei

Aurelio Peccei was born in 1908 in Turin, Italy, from Hungarian stock on his father's side, and Piedmont on his mother's. He died on March 14, 1984, after a distinguished career.

Peccei grew up just as Mussolini's fascism was taking hold in Italy. As they said, the trains ran on time for the first time, but the regime was repressive and young Aurelio rebelled against it. The youth were all wearing black shirts to signal their support of their dictatorial leader, but he was one of the last to conform. He was however, fascinated with what was going on in Soviet Russia, and although he never signed up as a communist, he did learn to speak Russian. He liked travel and took the opportunity to spend 6 months studying in Paris at the Sorbonne.

Just before finishing university he got a job at the FIAT plant in Turin and thus began a life-long connection with that company. Following university he re-joined FIAT and after a period he, being the creative, restless type, arranged to get sent to China for the company. He worked several years there and returned to Italy in 1933. Thus his international career began and continued throughout his life.

Back in Italy the fascist rule was increasingly powerful and pervasive. He joined the Resistance movement and as the war was approaching, the pressure increased and he went underground. In 1944 the war was in full swing and his resistance activities were discovered and he was arrested. This was not like being arrested in times of peace. He was brutally treated but his rugged nature and basic philosophy gave him the strength to survive the 11 months of confinement. On his release one group tried to find him and hang him in the public square, but another group was able to rescue him and he finally was freed.

After the war he worked at FIAT reconstructing the ruined facilities in their wide-ranging manufacturing operations including agricultural, aircraft and railway equipment. Following this he travelled extensively for the company and saw the poor conditions that existed in other less privileged countries. Here he developed his life-long dedication to improving the lot of people around the world. He soon tired of his work and again, he asked to be given a fresh and challenging

assignment.

In 1949 he was sent to Argentina to rebuild the company's fortunes in that country. He organized factories all over Argentina as the company expanded until it became one of the largest enterprises of its kind in the country. As was his style, he made friends wherever he went, including such prominent people as Salvador Allende of Chile, and Eva Peron of the Argentine. And this was only the beginning of his great adventures and achievements.

All the while he kept up his interests and contacts in Europe. A group of industrialists and government leaders there contacted him in 1957 to see if he would set up an organization to help the poorer countries in the area, particularly around the Mediterranean. It is interesting to observe how the man worked. He did a great organizing job with the task at hand, and at the same time had the skill to make friends at the highest levels, which in turn led to challenging tasks.

The organization which he put together with the participation of leading industrialists and financial persons was a non-profit engineering and economic consulting company called Italconsult. He headed up this company for a number of years. Eventually he turned the operation of the company over to younger associates.

He made an interesting comment about the reason for the success of the company: "I had seen too many good projects fail because their time of execution did not match that of their political necessity."¹

Near the end of 1962 he met two U.S. senators in his travels, Senators Javits and Humphrey who wanted to establish some mechanism to uplift the industrial and economic base of Latin America and revamp private initiative there. Peccei's vision was to address the ills of the world and the senators' project interested him. Although still employed at FIAT he felt he was a maverick executive anyway, not fitting in with the establishment of the company. The head of FIAT was astute enough to assess the situation and give Peccei the freedom he needed; and yet they would still keep his connection with the company.

Peccei then began to work with Javits and Humphrey to contact key industrialists in the U.S. and other countries over a two year period, to invest in a corporation they founded called The Adela Company. This was a for-profit company that provided finance to help start businesses

1) Peccei, A. *The Human Quality*, Pergamon Press, New York, N.Y., 1977

in Latin America. It turned out to be a very successful operation. Once established, Peccei again looked for new challenges.

In 1964 the Olivetti company in Italy were having difficulty and invited Peccei to be their managing director. Using his particular talents he got them back on the road over a three year period. All the while he maintained his contacts with FIAT, returning to them when these outside assignments were completed.

To quote Peccei: "I was continually asking myself what could possibly be done to redress at least the worst of the wrongs and distortions marring human society."¹ This reflects a man of considerable conscience, and underlies all his productive operations. Over the next few years Peccei was instrumental in setting up two other agencies to work towards the solution of what he eventually called the "world problematique." These two institutions were: The International Institute of Applied Systems Analysis in Vienna in 1972 (IIASA); and The International Federation of Institutes for Advanced Study, based in Stockholm about 1973 (IFIAS.) The first one, IIASA was for advanced thinkers from around the world, selected and invited by the Institute for in-residence participation for a period of years. They worked on advanced technical issues of global interest. My brother Gordon Thompson was invited and attended to contribute his knowledge and talents to the group in the field of communications. He mixed with others from countries as Russia, the United States, and noted the tensions that existed between them due to political differences. As he said "North American and East Block scientists would take quiet strolls together in the woods behind the office, so as to talk in freedom."

I was able to visit IFIAS in Stockholm in 1982, where Carl-Göran Heden gave us a tour of the premises, the Palace of Ulriksdal, provided to IFIAS by the King of Sweden. We learned here of their networking activities with key research organizations throughout the world, where they were providing an information interchange service. So Peccei was having his talents used in interesting and useful ways, and FIAT was contributing in a quiet but effective way.

Again to quote Peccei: "The more I became aware of the overwhelming magnitude of these challenges and threats confronting mankind, the more I was convinced that something fundamental should be done before it was too late."² Because of this underlying feeling of

1,2) Ibid

his, he was always looking for opportunities to speak on the subject. He was trying, so far unsuccessfully, to get together “a small nucleus of like-minded people willing to help to formulate the world problems more clearly and suggesting new methods of approaching them.”¹

Sometime in the late 1960s a Russian scientist read a speech Peccei gave and contacted his friend Alexander King to say that something should be done about the issues Peccei raised. Then King called Peccei, whom he did not know at the time, and proposed a meeting to further this idea. They met and hit it off remarkably well, and Peccei had found a like-minded person. They then contacted Erich Jantsch to do a paper as a base for further discussion: “A Framework for Initiating System-wide Planning of World Scope.” This was a beginning. They were then able to get financial support from the Agnelli Foundation (major shareholders in FIAT) which they used to round up some 30 European scientists, sociologists, economists and planners to meet in Rome in April 1968 to discuss these issues. This was, he said, “a monumental flop.”¹ They couldn’t agree on anything! They could not see the wide vision that Peccei and King had of the problematique. However, they did put together a continuing committee of people with whom they could work. At a seminar in Tyrol in the summer of 1969, the Chancellor of Austria was present, and in a discussion over dinner, he indicated interest in what Peccei was doing and offered support. A few weeks later a meeting was organized with these key actors, and the Club Of Rome was born.

Club of Rome

Peccei toured the world on behalf of this new Club of Rome for two years, looking for support and appropriate people, but they didn’t have much luck finding either. Their audiences felt that firming up their concepts was not easy; their visions were too vague and ill defined to get the support they required. Finally they concluded that they needed a global model and set up a “Project on the Predicament of Mankind.” Hasan Ozbekhan, head of a California think-tank, prepared a paper on this but it was too academic for popular acceptance and was dropped. It is worth noting here how difficult it is to get an idea launched and moved from the concept to the implementation. It takes conviction, dedication, persistence and massive effort to succeed, and this is what Peccei had.

In July 1970, the Club of Rome began to recruit prominent people with a maximum of 100 from many different fields and different countries. At the same time they began the operation which culminated two years later in "Limits to Growth," the publication by Dennis and Donella Meadows.¹ This sold over 4 million copies throughout the world in many languages. The operation began in June 1970 at the first annual meeting of the Club in Bern, Switzerland, when Peccei was struggling with a way to present the Club's concepts of the "world problematique." Jay Forrester of MIT, a member of the Club, offered to develop a world model using his systems dynamics approach. This was quite an ambitious offer since the model had never before been used on such a scale. However, enlisting the help of Professor Dennis Meadows, he developed "World1" with parameters according to the Club of Rome requirements in four short weeks. They tested it, then improved it with "World2." Finally after debugging that, they came up with a third version, "World3." This then, became the basis of the Limits book. Dennis Meadows then prepared the first draft of the book, which was put in layman's language by his wife Donella.

The achievement within the relatively short time limits was due in part to Peccei's insistence that this was not an ordinary academic exercise or a traditional economic modelling job, but a commando operation that had a fixed time limit. Critical to its success also was the selection of a limited number of critical parameters: population, capital investment, usage of non-renewable resources, pollution, and food supply. Credit should also be given to Jay Forrester for the vision and courage to see how his original systems dynamic model could be used for a world modelling application.

A preliminary draft of "Limits to Growth," with the many supporting charts and graphs, was presented by the authors at a meeting of the Club of Rome in Montebello, Québec. The meeting was arranged by Canadians and financed by the Canadian Government. The formal and public presentation of "Limits to Growth" was on March 12, 1972 at the Smithsonian Institute in Washington.

The published book "Limits to Growth" was praised and also reviled but produced the effect that the Club of Rome was seeking - a public awareness of the disasters that lay ahead for the world if it

1) Meadows, Donella H., et al, *Limits to Growth*, Potomac Associates, Washington, D.C., 1972

continued to grow in population and consumption at the existing rate.

The title of a book is very important to its marketing impact. The title should tell the whole story, in a few words, and, like Fritz Schumacher's "Small is Beautiful," the Meadows' book told the whole story in the three simple words of its title. Compare this with the Club of Rome's previous effort: "A Framework for Initiating System-wide Planning of World Scope."

The Club of Rome met once a year in plenary session, the first six meetings being in Vienna, Bern, Ottawa, Paris, Tokyo, and West Berlin.

Pierre Trudeau attended the meeting of the Club with heads of state in Salzburg in February of 1974. I understand that Trudeau spoke at the end of the meeting to the effect that he certainly agreed with the critical nature of the issues identified, but if he, as prime minister, tried to implement the required action as identified by the group, he would be out of office at the next election - or before. And furthermore, if he were voted out of office, his successor would be faced with the same problem. So, what to do?

Other research was commissioned by the Club of Rome and resulted in publications such as: "Mankind at the Turning Point" Mesarovic and Pestel, 1974; "Reshaping the International Order," Jan Tinbergen, 1976; "Beyond the Age of Waste," four authors, Gabor, Colombo, Galli and King, 1977; and "Goals for a Global Society" Ervin Laszlo, 1977. It is interesting to note that funding for the "Age of Waste" project was arranged by Dr. Rennie Whitehead of Canada's Privy Council Office from Canadian government funds.

These significant projects and resulting publications, went a long way toward fulfilling Peccei's dreams of increasing public awareness on the critical issues of the "world problematique."

The work of the Club of Rome inspired associate organizations in other countries including, New Zealand, Japan, the United States, and Canada. In 1983 the U.S. group published the award winning "Making It Happen - A Positive Guide to the Future."

The Canadian Association for the Club of Rome

The Canadian Association for the Club of Rome was the first spin-off of its kind, and the idea began during the visit of Peccei and King to Canada in 1970. Rennie Whitehead arranged a meeting of

bureaucrats with Prime Minister Trudeau at a dinner meeting at the Prime Minister's residence, 24 Sussex Drive, Ottawa. Trudeau was quite in sympathy with the aims of the Club. Later the Governor General, Rt. Hon. Roland Michener indicated a desire to hear more on the subject and invited a group to his residence for a luncheon meeting. There were only four guests; Peccei, King, Rennie Whitehead (Privy Council Office) and Pierre Gendron (Director of Research for the Pulp and Paper Institute.) After listening to Peccei and King, Michener suggested that a Canadian initiative be engaged in support of the concepts of the Club of Rome. Although this was the first spark of the Canadian Association for the Club of Rome (CACOR), it was not formally constituted until May 1974, and it has been running healthily ever since. Michener had been connected with CACOR from its inception and continued until his death in 1991. The function of the Association is to increase awareness in Canada of the "world problematique" and this is done through dialogue with their members, with key people in government, the distribution of their regular newsletter, and the frequent influence members have in the formation of outside committees and the preparation of appropriate papers.

One of the notable accomplishments of the Canadian group was arranging for the annual meeting of the Club of Rome held at Montebello in Québec in 1971, and arranging for Canadian government financing. As mentioned above, it was here that Dennis and Donella Meadows first presented their results of the "Limits to Growth" project, prior to publication. Their presentation at the Smithsonian was to come later, which would formally introduce the book to the public.

An interesting spin-off from the original Club of Rome was the effort of Aurelio Peccei to get the youth of the world involved in concern for the planet. For this he envisioned a network of youth around the world, and he called it Forum Humanum.

Forum Humanum

Probably the earliest mention of the concept of Forum Humanum was in a speech by Aurelio Peccei to a Club of Rome meeting in West Berlin October 3-6 in 1979. Here he proposed:

“to call on a selected groups of outstanding young men and women to devise... alternative world futures they would wish to

see materialize and are prepared to work for.”

And he went on to say:

“The objective is to create a global network of cross-cultural, transdisciplinary points of reflection to carry out the idea... All this will form what we like to call Forum Humanum -- a nucleus for greater ventures.”

Peccei again presented this idea to those attending the Fall 1981 conference of the Canadian Association for Futures Studies. Although there was no Canadian Forum Humanum at this point, Peccei had begun to set up groups in other countries. At the same time he received a grant from a group of Greek shipping companies that would finance the development of Forum Humanum and permit the setting up of a secretariat in Geneva. So by this time he had made a good start towards a world movement of this type. But how effective was it to be?

In January of 1982 a group met in Ottawa to present the idea of Forum Humanum to Canadians. Peccei, with the support of Jim Botkin and Roswitha Botkin of the Forum Humanum group in Boston, and Dr. Juan Rada, the Forum Humanum Secretary from Geneva, all met with the Speaker of the House of Commons, and the President of the Futures Secretariat, to suggest some projects for a group in Canada. They ran into difficulty when looking for funds from the newly formed Futures Secretariat since the Futures Secretariat was having its own troubles getting money from the federal government. Some possible projects were suggested, in particular, a form of follow-up, or enlargement on Jim Botkin's forthcoming book on new kinds of learning - "No Limits to Learning," being financed from Club of Rome funds.

The Botkins - Jim and Rowetha - of Boston were key people in providing inspiration and information towards setting up the Canadian operation of Forum Humanum. In January 1982 Anders Skoe of TransCanada Telephones in Ottawa, and Lorna Seaman, a dietitian consultant from Kingston, went to Boston on their own initiative, to visit the Botkins and the Forum Humanum group there. And in June of that year they visited a New York City group - International Center of Integrated Studies (ICIS) that were also interested in Forum Humanum. In May, just 4 months later, a Forum group was proposed for Ottawa with two possible projects: one on innovative learning, and another on

an electronic network to support other innovative Forum Humanum projects in other countries.

Again, in June 1982 Anders Skoe and Lorna Seaman visited the ICIS group at their retreat in the Catskill Mountains of New York. All this was useful input towards the organizing the Ottawa Forum Humanum group.

It was after that, that periodic meetings were organized in the Ottawa area and a Forum Humanum group recognized. It was unique in that it did not have a constitution, specific membership, or officers. Meetings were held in someone's office or home on a volunteer basis, the host often providing a buffet meal and the rest donating two or three dollars for expenses.

There was one most interesting meeting held on Thanksgiving week-end October 10, 1982 at a modern solar home on Amherst Island, near Kingston, Ontario. A large group came from ICIS in New York, a number from Boston, and others from Ottawa. They discussed projects, particularly Jim Botkin's on innovative learning, and also reviewed reports from Forum Humanum groups in Boston and New York.

The first meeting of Forum Humanum that my wife Ann and I attended was at Don Alfonso's Ottawa restaurant on October 29, 1982. The group met again on Amherst Island in November. The content of these meetings was on projects that the group might be able to develop. At times though, the group devoted an hour or two to problems that members wanted to discuss, such as job situation or papers they were writing, and these gave important support to those involved. One was considering a new job, another writing a speech for his Minister, another setting up a learning centre in his school, and all valued the resulting group input. As time evolved, those interchanges served to bind the group together more than the projects that were discussed. At this time there were 28 people on the mailing list, and attendance was around 10 per meeting; but not always the same people. People who came regularly at first began to drop off as their expectations were not being realized, then new people came.

Some 15 people met at Dr. John Orpin's house on McGlashan Lake a few miles out of Ottawa on the week-end of February 5th 1983. Discussion moved around the meeting held earlier in the year at the Reford-McCandless house in Toronto on their global awareness program for secondary schools; on David MacMillan's new learning

centre at Albert College in Belleville, Ontario; and Katrine Steene's economic scenario for Canada over the next two decades.

At this early stage in the life of Forum Humanum Ottawa, the group sent out a questionnaire to its mailing list asking why they attended Forum Humanum meetings and what they thought it really was, and related questions.

The results of this filled a 6-page report, but I will briefly summarize the findings, as I found them quite revealing:

In response to the question "**WHAT ATTRACTED YOU TO FORUM HUMANUM?**" responses varied from:

"some of the people involved were attractive," to

"to be inspired and to inspire others regarding futures thinking in pursuit of mutual creativity, synergy... to generate new ideas about everything."

One person liked "first, the idea of personal transformation and then, global transformation linkages." Interesting to see how the personal aspect of group interaction is a part of participation in Forum Humanum.

The second question asked "**WHY HAVE YOU CONTINUED TO COME?**" Again there was a wide range of responses.

One was honest about why he hadn't come, simply saying, "Haven't. Meetings have been very frustrating. No clear conception of what the group is trying to do." Then another one responded, "I have never before been involved in a group so supportive of each other's ideas and goals."

There were quite a few who were not happy with the workings and lack of clear definition of the meetings. Others stressed the personal value to themselves. Since there was no structure to the group, as noted above, one could see the likelihood of it turning into a mutual support function, rather than a productive unit of work and accomplishment. We will see.

A question asked "**IN WHAT DIRECTION WOULD YOU LIKE TO SEE FORUM HUMANUM GROW?**" The answers here referred mostly to the delineation of projects.

However, another question was "**HOW DO YOU SEE IT (actu-**

ally) GROWING?" and the answers here referred largely to personal issues and growth.

To the question "*HAVE YOU EXPERIENCED ANY CHANGE, OR BECOME AWARE OF ANY NEW THINGS, BECAUSE OF THE FORUM HUMANUM MEETINGS?"*

A majority of answers said they got considerable benefit from them - better ability to see problems clearly, to be able to articulate better, be more creative, and such remarks.

One individual said "Involvement has been one of the most significant change agents in my life." That is some tribute to any group, but whether it is because of the peculiar nature of Forum Humanum itself, or just the value of that type of intellectual and supportive discussion, is a fair question.

One of the more perceptive responses, with a touch of dry humour, described the Forum Humanum meetings as

"Some very sincere people who sit around and drink tea and wine together and don't really know what they are doing."

On the reverse side of the coin one responder said "A small, well-knit group, part of an international network, discussing issues of national or international importance; and in the embryo stage." Who was right?

As the program of the Ottawa Forum Humanum group unfolded during 1983 certain things stand out. Considerable time was spent in meetings over the period in developing projects but none of them were actually carried out. The concepts were genuine and innovative for the most part, but for reasons we may have already touched on, they seemed to end on the drawing board. There were some outstanding events though, such as the visit that two members of the group took to the Forum Humanum group in Venezuela in January 1983.

Anders Skoe from TransCanada Telephone System, Tony Caffell a computer programmer, and Barbara Moore (now Barbara Brown) an investment counsellor, all from Ottawa flew down to Caracas, Venezuela to visit the Forum Humanum group there. Also in attendance were 3 Americans and of course the members of the Forum Humanum group in Caracas, numbering about 26 persons. Their hosts, Colonel Carlos and Amanda Conde de Ortega, lived in a luxurious house with

servants in a city of many contrasts. Within sight of their home could be seen the "ranchos", homes of the squatters in deep poverty. Yet as Barbara reported on her return, it was a rich state based on the government-owned oil industry. The state was the main source of jobs, the government administration inefficient and corruption was high. Still, the Forum Humanum group was a concerned one, and had been meeting monthly for a year and a half. Their concerns were mostly with the state of affairs in their own country, which, when reading Barbara's report, is quite understandable.

There were several meetings during 1983-1985 that were special, although there were regular progress meetings on the various projects during that period.

In April 1983, Aurelio Peccei was in town and reported on the purposes of Forum Humanum, and its activities in other countries. For purpose he stated that:

- young people don't have a voice;
- they are the majority of mankind;
- they are the inheritors of the future and with better schooling and wider vision.

Some of these factors I question, but that was his vision. There were a number of activities going on in other countries; some Forum Humanum groups were university based: Italy had a peace project, and a number were, like the one in Ottawa, more like study groups. It was very stimulating to attend a meeting with Peccei, because of who he was, what he had already done in his life, and what he was doing then, travelling the world giving inspiration to others for the good of mankind.

A great meeting was held with the ICIS group, the second of its kind really, in their Catskill retreat. A word is in order about who these ICIS people were. They were professionals of one kind or another, a lawyer, a psychologist, a doctor, and so on, living together in a converted warehouse in central New York City. Some were married, others coupled, others single. It was the way they were so content living this way, so fulfilled, that seemed so special. They had three types of activities and interests: their daily professional activity; their operation of "The Door" a drop-in centre for youth in down-town New York; and their program of "Integrated Studies." An unusual group of people. The

Integrated Studies program was made up of funded research studies on issues of global importance. For this, they had a distinguished board of advisors and brought in guest researchers or speakers as the need arose. To be among them was a friendly experience, heart warming and intellectually stimulating.

A high point was reached at the May 11, 1983 meeting at Michael and Fernande Gurstein's house in Ottawa. David MacDonald reported on the correspondence between Aurelio Peccei and Prime Minister Pierre Trudeau; then a response from MacDonald to the Prime Minister. At the time of MacDonald's letter to the Prime Minister, he was President of the Futures Secretariat, a short lived political body (described in another chapter.) The essence of the exchange was that Peccei was trying to get the Prime Minister to support the Forum Humanum program, and the Prime Minister responded that the Futures Secretariat should be contacted. But, at that time, the Futures Secretariat was having its own troubles surviving and no money was forthcoming. Trudeau's letter was a classic in acknowledging with clarity what the issues were, then pointing out that other groups were doing similar work, and that no real role remained for the Forum Humanum activity - but they could contact the Futures Secretariat and see what they could do in that direction.

The interesting thing about all this is that Peccei travelled the world seeing heads of state, who gave him gracious receptions, but not a great deal of support. Yet he persisted and would eventually get the funds he needed. He did get enough from the Greek shipping industry to keep a secretariat going in Geneva for Forum Humanum for three years. That would be long enough to validate the program, and decide whether to continue it or just let it pass into history.

Some of the projects that the Ottawa group identified, had rather good possibilities, but funds were not found for any of them and they died on the vine. The principal ones included:

1. "Communications, Computers and Culture" a project to connect Forum Humanum groups around the world by electronic mail and computer conferencing. It was planned to connect 6 countries, Japan, Canada, Switzerland, U.S., Venezuela and Singapore. The goal was to develop intercultural communications and shared global problems and solutions.

2. “Young Canadians in Conversation on the Future.” Peter Padbury, a private consultant in Ottawa, and a member of Forum Humanum, would organize a seminar program across the country for this.

3. A Futures Game; again a project by Peter Padbury who had considerable experience in this field.

4. A Youth Conference for the International Year of Youth in 1985. This was the most thoroughly worked out proposal, and had great possibilities. Again funding was not available, but the idea was, and still is, good.

Anders Skoe, whom we have mentioned before, left Ottawa for Geneva to take up activities with the Forum Humanum Secretariat as of June 1, 1983. While he was there, a number of newsletters were published describing activities of Forum Humanum around the world. Such a medium was necessary to bind the different groups of Forum Humanum together in a common interest. In addition, an international Forum Humanum meeting was planned in Belgium, for May that year. However, in March of 1984 Aurelio Peccei died, the funding dried up, and Skoe had to leave, with considerable unpaid salary. An unfortunate end to what looked like a good future for Forum Humanum and Peccei's dream.

Because the Forum Humanum groups around the world were all self-supporting, the death of Peccei and the shrinking of the secretariat, did not stop the ongoing work of Forum Humanum activities. Ottawa Forum Humanum continued on into 1985.

A delightful meeting was held in October 1984 at Chateau Brilliant near Perkins, Québec, to plan for the proposed Youth Conference of Forum Humanum participants from around the world. The prospects looked very good, but as with the other projects we had planned, the prospectus was prepared in some detail, but the funding for all this was just not obtainable. Ann and I were part of nearly all the meetings during 1983 to 1985, including this one, and we got a lot out of the process of the meetings -- if not much product was to be shown! And as noted in the response to the questionnaire we sent out in 1983, this was part of the bonding process that kept Forum Humanum meetings ongoing.

There was one last great meeting, held at Econiche, a retreat and conference centre near Cantley, Québec over a week-end in October of 1985. Here we enjoyed the participation of 13 members of the ICIS group who drove up from New York City; and in addition, two arrived from Boston, two from Montreal and 15 came from Ottawa. Content featured a presentation by Jim and Cheryl Keene on "The Governor's School" in New Jersey, an innovative method of education for superior high school students. Also a feature was the contribution of Doug Boyd, author of "Rolling Thunder,"¹ and the ceremonies he led us through from native Indian cultures. The ICIS group described their experiences, and brought us up to date with their operation of "The Door," the drop-in centre for youth in central New York City.

Not much happened after that with Forum Humanum in Ottawa.

Observations

So often the strength and continuity of a volunteer group depends on the energy and dedication of a leader. Then, when the leader moves on, the group slows down and dies. Organizations need more than just a good purpose; they need a driving incentive, such as the economic one, as in private enterprise, or one where the activities are required by law, as in government and legalized professions.

What could one say about the impact of the Club of Rome or Forum Humanum? The greatest impact of the Club of Rome would be that of their widely-distributed publications, and the impact of their meetings involving high-level people. These have created a significantly increased awareness of the "world problematique."

Our Ottawa Forum Humanum group had limited impact. It probably had the greatest impact on the individuals that participated directly in its activities. The projects that were conceived and taken to the edge of implementation, could indeed have had a significant impact on creating increased awareness of the critical world issues. Although it could be said that the lack of implementation was due to the denial of funding, it might also be said that with increased effort and dedication they might also have succeeded. If any one of us in the group had

1) Boyd, D., *Rolling Thunder*, Dell Publishing Co., New York, 1974

dropped everything for the cause - like Peccei did - there is no doubt in my mind that we would have eventually achieved our goals.

Peccei's own resources and then the support from FIAT permitted him to apply his talents to carry out his dream. How could we duplicate that and make such a contribution to what is really needed in these critical times? That is the question, and one we all must consider.

Further Reading Material

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" . . . my personal feeling is that it is unfortunate, indeed disgraceful, that Canada should not have an optimistic image of the future . . . Canadians are living in a veritable wonderland . . . "

Herman Kahn, from the Introduction to *Canada HAS a Future*, Hudson Institute, Montreal, P.Q., 1978

Section 6

**THE STORY OF
THE CANADIAN ASSOCIATION
for
FUTURES STUDIES
(CAFS)**

Chapter 14

The Formative Years

The story of the Canadian Association for Futures Studies begins with two somewhat parallel activities, the formation of the Association and the start of the Committee of Six. The stimulus for both was the attendance of some 400 Canadians at the World Future's General Assembly in Washington in June of 1975.

Hugh Stevenson, a professor of education at the University of Western Ontario, had a room at the Washington Sheraton Hotel, where the General Assembly was being held. Along with Saul Silverman, a political scientist from Ottawa, they invited the Canadian delegates up to Stevenson's room to see if Canadians couldn't do something similar to the American futures initiative.

The room was packed, standing room only, and here Janice Tait from Ottawa stood up on a table and with her surging energy challenged Canadians to start a futures association in our own country. "Why do we have to come to Washington to start a Canadian futures organization?"

Stevenson and Silverman had been thinking of this themselves and when they got back to London and Ottawa, arranged to get together to set the idea in motion. At the same time, Janice Tait and I also met in Ottawa to take some form of action to promote the futures activity and invited several other like-minded people to join us. This became, for lack of a better name, the "Committee of Six." Both these initiatives followed parallel paths for a while, then when the Canadian Association for Futures Studies was finally formed and going, the Committee of Six no longer was needed and disbanded. First let us deal with the story of the Committee of Six - it had some useful outcomes.

The Committee of Six

The Committee of Six, as noted above, began meeting in Ottawa in the summer after the June 1975 World Future's General Assembly in Washington. The six that comprised the committee were all from Ottawa and were active in one way or another in the futures movement:

Abdul Demirdache, Ministry of State for Science & Technology
Peter Kemball, business consultant
Saul Silverman, political consultant
Catherine Starrs, Public Policy Concern
Janice Tait, Federal-Provincial Relations Office
Fred Thompson, Canada Post

Occasional members included: Ruben Nelson, Square One Management, and Gail Stewart, Public Policy Concern.

Once the group was pulled together the first job was to decide what its role was to be. Some wanted it to be activist - writing to members of parliament or even marching in the streets for an appropriate cause. Others preferred more of an information dissemination role. The decision fell to the latter position, and the group became, as one member put it, "the conscience of the futures movement in Canada."

The work of the Committee began by sending out a questionnaire to 140 Canadians who attended the World Futures meeting in Washington that summer, and another 140 who were on the Ottawa Futures Society mailing list. Fifty-five responses were received as follows: government personnel, 21; consultants, 11; university professors, 10; teachers, 7; business, 6. Geographic distribution was: Ontario 43; Québec 7; B.C. 5; and none in the Maritimes or Prairies. Interesting, and this proportional distribution seems to be what characterized later futures activities and memberships. Main issues of concern were: social concerns; energy and resource conservation; futures methodologies; population & immigration; in that order. Periodicals read by respondents were:

The Futurist, U.S. - 54

Futures, U.K. - 29

Technological Forecasting & Social Change, U.S. - 19

Futuribles, Paris - 5

Plus other publications with one response.

Distribution to-day would not likely be much different, as no other popular futures periodicals have arisen.

Janice Tait, one of our regular members, moved to Montreal and accordingly suggested we drop her from the Committee. However the

remaining members decided that it was better to keep her on the Committee and hold the next meeting in Montreal. Why not? In fact one member suggested that the meeting be held one sixth of the way to Montreal, just to keep things in proper perspective.

The meeting in Montreal proved to be well worthwhile. It became the stimulus for the setting up of a futures group in that city.

The Montreal Futures Group turned out to be a really active one and operated on a regular basis for several years. They held a Futures Fair at Concordia University and it was a great success, with displays, exhibits and speeches.

The Committee of Six met at frequent intervals during the years 1976-77. At one meeting out at a summer log cabin the group met on the lawn, on the beach, out on the raft and in the cabin. It was a think-tank in many ways and produced a lot of creative ideas. One of these ideas is worth documenting although its final implementation foundered on the lack of sufficient funding. But that isn't anything unique! The project was to hold a conference of futurists from Canada and Europe to exchange information and provide mutual stimulus for local action. It got as far as arranging with the Futuribles group in Paris to send up to 30 delegates to Canada, and 50 were to come from across Canada, but as mentioned the funds were not available to provide travel for that large a group.

Another meeting was unique where a number of futurist-inclined people were invited to join us; flip chart papers were put up on the wall with issues written on the top, inviting responses. It sounded like a real good idea, but in fact the attendees preferred the more convivial activity of just visiting, and not many responses were recorded. However, like many other situations, the spin-offs were greater than the stimulus. This meeting inspired a series of subsequent gatherings called "cabals." The dictionary says that a cabal is a meeting of conspirators. And in some ways that was what they were. They were occasional gatherings of futurists, where the content had some specific focus; for example, one was held for the Swedish delegation which came to Ottawa to enquire about futures activities in Canada.

The value of the work of the Committee of Six was not only the content itself, but perhaps more in the support for each other in our various futures-oriented work, and in the creation of a network for information exchange. The formation of the Montreal Futures Group

was a good example, the credit for this belonging to the Committee of Six.

Now the story returns to the days after the World Future Society's General Assembly in June of 1975.

The Founding Conference of "CAFS"

To Hugh Stevenson and Saul Silverman goes the credit for organizing the first and therefore founding conference of the Canadian Association for Futures Studies (CAFS.) This required arranging for the facilities, creating a mailing list, issuing announcements and providing conference content. No small task. They were ably assisted by the staff at Althouse College at the University of Western Ontario, and in particular by Margaret Wise. She coordinated all the correspondence, the registrations, and the various logistics of such an event. Even at that time, all the documents were in both English and French, which was indeed politically astute. The purpose of the conference was, of course, to officially set up a futures organization, and to disseminate the futures message. The theme chosen for the meeting was:

“Canadian Public Policy and Futures Studies.”
and the date: February 6,7, 1976.

Total attendance for the two day conference was 175, which for the first event of this kind was quite remarkable. Charter members were established as those who paid the registration fee of \$15, and most attendees of the conference did just that. Speakers were not paid; they even paid their own travelling expenses for the privilege of contributing to the founding of the Association. For interest, I have included a list of the principal speakers at the conference, in Appendix 3. I met a lot of interesting people at the event, most of whom would be active in the futures movement over the coming years. For the record I will comment on some of these people:

Ted Runions of Lord Elgin High School in Burlington, Ontario had created a course for grade 9 and 10 students called Futures I. This was unique in Canada. It provided 4 credit courses in futures

studies and much of it was done in satellite schools in rural settings. We need such innovators for the education community, it moves through change so slowly. Also he was able to be helpful to the Association in ongoing executive meetings with his refreshing ideas.

Norman Alcock as Director of the Canadian Peace Research Institute spoke about the trends his research was developing towards the likelihood of war between countries. His group published a book based on the research of his Institute, entitled "1982", in which he showed various trend lines leading toward potential conflict. His data was collected from current and historical sources and seemed quite convincing. His predictions did not come true, as it turned out over time, but still the process he developed could be useful in further research on the topic, and as an early warning system.

Geoffrey Calvert from Sidney, B.C. just north of Victoria was helpful at the first meeting of the executive. He is a futurist and investment advisor.

Fred Carrothers became the first president of the Institute for Research on Public Policy, originally headquartered in Montreal.

Bob Durie was director of the Advanced Concepts Centre of the federal Department of Environment, which group was an early leader in futures studies. He later moved to Victoria, B.C. as bureaucrat in the provincial government.

Frank Feather was then in the Canadian Bank of Commerce, international division, and later was Treasurer of CAFS, and still later the organizer of the extremely successful futures conference in Toronto sponsored jointly by CAFS and the World Future Society in 1980. More about that later.

Jane Franceschini was at the National Museum at the time and later moved to Calgary to open an art shoppe in one of the hotels. She was asked one time to be host(ess) to a Russian visitor, and she and I took him out to dinner, and after, I insisted we go up to my house and enjoy TV dinners. Jane was horrified but I said we should show him what goes on in North America! We picked several varieties including one of Chinese food. Jane teased him saying "I don't expect you will want the Chinese dinner" knowing that politically the Russians and Chinese were on distinctly unfriendly terms. But he did choose the Chinese one; perhaps because that would be the closest he could come to being there! She took him shopping and delighted in his amazement

at all the goods on open shelves. Then they visited the Coca-Cola bottling plant, a model of cleanliness, and he wondered if all the plants here were like that.

Richard Henshel at the University of Western Ontario became the first and very effective editor of the CAFS quarterly journal *FUTURES CANADA*, which position he held with distinction for several years.

Leon Katz was our representative in Regina where he worked for the provincial government as a science advisor.

John Kettle was (and still is) one of the most prominent of Canadian futurists, operating his own consulting firm. When I was in the Privy Council as a futures advisor, we had Kettle prepare a study of Canada in the global future. This was complete with text and coloured slides - an excellent production.

George Lindsey was then a member of the Operational Research activity of National Defence - a brilliant scientist. He was the one who later did a study to give initial directions to the proposed futures program at the Institute for Research on Public Policy

Ruben Nelson ran his own consulting company Square One Management, and brought in some world class speakers on behalf of the Department of Environment's Advanced Concepts Centre, including Sir Geoffrey Vickers. He became the third president of CAFS and through his good graces provided his office as the CAFS mailing address, and his staff as our office support.

Don Nightingale, a professor of Business at Queen's University in Kingston, hosted the second and outstanding conference for CAFS in 1977.

Peter Padbury a futures consultant, organized the fourth successful CAFS conference, in Kingston in 1979. He later took his M.A. in futures studies at the University of Houston (Texas) and is actively engaged in futures work for the federal government.

Janice Tait has always been interested in futures studies since I first met her in Bob Durie's Advanced Concepts Centre. As mentioned above, she was a member of our Ottawa Committee of Six and started the futures group in Montreal. Janice and I became good friends following the World Future Society conference in Washington in 1975. She got me back into doing things I had forgotten about, or never done, such as white water canoeing, backpacking, downhill skiing. She introduced me to the New Age, and I have never looked back!

My own talk at this founding conference was based on studies I had done on the building of scenarios, and their application to strategic planning. It was how to build a range of scenarios that allow for the unusual under a specific set of variables. I used it to build scenarios for the future of the Post Office in Canada, where I was then employed.

The last item on the conference program was to elect six members who would form an executive committee, the specific positions on the committee to be determined by these six. The six met at the end of the conference and held the first executive meeting of the newly formed association. The resulting officers selected by the group were:

President: Dr. Hugh Stevenson, faculty of Education, Althouse College, University of Western Ontario

Vice-President: Dr. Saul Silverman, political science consultant, Ottawa

Secretary: Fred Thompson, Canada Post, Ottawa

Treasurer: Bob Bradley, Canadian Pacific, Montreal

Members-at-large: Elizabeth Rainsberry, Ontario Educational Communications Authority, Toronto

Ruben Nelson, Square One Management, Ottawa

Ted Runions, Lord Elgin High School, Burlington, Ontario

In the forming of a new association a lot of things have to be taken care of: legal recognition, by-laws, constitution, the next conference, a newsletter, mailing list, membership recruiting and on and on. It takes energy and lots of initiative, and we had it all!

Activities of the CAFS Executive Committee

Following the conference, the new executive met several times prior to the next big event, the 1977 conference in Kingston.

The first meeting after the conference was held in Ottawa on March 27, 1976 - rather soon after the initial burst of energy of the founding conference. By this time, only a little over a month from the founding of CAFS, the membership had risen to 183 - a good start for a fledgling organization.

Bob Bradley, the treasurer of CAFS, arranged to have a report on the founding conference published in the U.K. journal *FUTURES*, April

1976 issue. It presented in 5 pages of great detail the contents of the major addresses. There was also a lot of daily press coverage from the conference.

During these executive meetings, held at various times in Toronto, Ottawa, Montreal, and Kingston, the issues of framing a constitution, preparing a quarterly journal, choosing a name and a logo for the journal, planning on a second conference, were all dealt with.

The first issue of *FUTURESCANADA* was put out by the editor Richard Henshel, a professorial colleague of Hugh Stevenson, in August 1976 and 2,000 copies distributed. Canada Trust assisted in the production of the issue.

Some 14 area co-ordinators were appointed, covering cities from Halifax to Vancouver. Although great enthusiasm was shown at the beginning of this regional activity, it never proved to be on-going and effective. The energy of the core group could not apparently be transferred to the regions. By the November executive meeting the membership had risen to 434, and by January to nearly 500, including both corporate and library members.

The constitution was drafted by Ruben Nelson and Bob Bradley. The aims as stated in this document are worth quoting:

“To encourage and enable Canadians, individually and institutionally, to recognize and accept their responsibility for shaping Canada’s future in the global context.”

So the executive was busy and full of enthusiasm. Meanwhile plans for the second conference of CAFS were proceeding.

Chapter 15

Kingston Conference A Winner!

A decision was taken by the executive early in the association year to hold a conference on an annual basis. It turned out to be a wise decision because it provided a focus and a discipline for the Association. The basic activities of the Association then became threefold: one, to produce an annual conference; two, publish a quarterly journal; and three, maintain and support regional activities through local representatives.

Several locations were checked out for a location for our second CAFS conference. We preferred a university over a hotel or conference centre.

The critical factor was whether or not the university would provide the necessary support, both for financial and organizing responsibilities. Then if the support were there, it would be necessary to check if the facilities and grounds were appropriate for the Association's needs. Queen's University in Kingston seemed like a good spot, so we decided to check it out.

In early August the CAFS executive met at Queen's and toured the facilities, liked what we saw, then set dates, and accepted Queen's School of Business offer of sponsorship of the conference. Don Nightingale, a professor in the School and a CAFS charter member, was appointed as the conference chairman. This was a very successful appointment as events turned out. Nightingale was a tower of strength, and had the backing of the university School of Business and the university administration. He then was well positioned to provide the leadership and support required to mount this second CAFS conference.

The executive committee met next in August of 1976, again at Queen's. Plans for the conference were reviewed, much of which stressed the avoidance of too much structure; then in providing enough opportunities for open discussion, and the meeting of people to exchange information on programs, research and futures oriented activities. I was concerned that the women at the conference might not be adequately considered, and to this end talked to a CAFS member, a

private citizen very interested in what we were doing. This was Helen Anderson, and she was quite indignant that the women might be treated separately and differently from the men. She wanted, yea insisted, that women and men be treated equally as full participants in the program. She didn't want any fashion shows or shopping or boat tours; she wanted full and equal participation, and to ensure this she got other women of like mind in Ottawa and drove down to Kingston to present their case to Don Nightingale. He was duly impressed and followed most, if not all, of their suggestions.

The pre-conference publicity was well prepared. The main brochure to announce and describe the conference was a large sheet 24" x 26" printed in blue on aluminum-backed paper stock. It was sensational! It described some 45 speaker presentations, with speaker names and brief content of the address or workshop. One side of this large spread was in English and the other in French. They printed and distributed about 3,000 copies, and Don Nightingale coordinated the whole effort - content, layout, printing, and distribution - a masterful job.

A number of people, both at Queen's and on the CAFS executive, worked on getting well qualified speakers. The Call for Papers in *FUTURES CANADA* brought virtually no response, so action had to be taken to recruit them. The end result was quite remarkable. By March 1977 Don Nightingale submitted a complete list of speakers and their subject headings. It is of considerable interest to see who was involved from the futures community, and what subjects were of interest at the time. Just as plans were moving along quite well, Don Nightingale phoned me threatening to quit if the CAFS president didn't leave him alone. He was constantly phoning to make suggestions or propose changes. And Don was serious. So, I had to deal with both of them to keep the conference on track. A similar situation arose on each of the next two conferences! Walter Baker the president of the 1978 conference offered to resign just before the conference in the stress caused by the death of one of the conference committee, David Burke. And in 1979 Frank Feather the organizer for the large 1980 conference wrote, without my knowledge (as president of the organization) or permission, to CAFS executive members to cancel the 1979 conference as it might interfere with his 1980 conference. We had to step in to reverse that action and continue with the '79 event. These are the things that go on behind the scenes of which few people are aware, but are a

familiar experience for those who are responsible for producing conferences and similar events.

The federal Ministry of State for Science and Technology (MOSST) came through with some tangible support - a financial grant of \$6,300, mostly for providing French simultaneous translation. In addition they assigned one of their staff members - Mike Stevens - to Don Nightingale for the duration of the conference. Queen's offered to pay for the travel costs of the two key speakers.

Senator Maurice Lamontagne was the Honorary Chairman of the conference. He chaired the Senate Special Committee on Science Policy in the early 1970s, and was a strong supporter of futures studies. He was a logical choice for that honour. Norman Macrae, Deputy Editor of the London Economist, and Tuzo Wilson Director of the Science Centre in Toronto, were the two theme speakers, and we were fortunate in getting them.

In addition to the two key speakers there were a number of other distinguished speakers, including:

Hugues de Jouvenel, executive director of *FUTURIBLES*, in Paris

Michael Marien, editor of *FUTURE SURVEY* published by the World Future Society, Bethesda, Maryland

Judith Maxwell, then with the C. D. Howe Research Institute, Montreal

Hazel Henderson, Princeton Center for Integrative Studies, N.J.

John Kettle, John Kettle Inc., Toronto.

There were over 60 sessions, seminars, workshops or events, which provided a wide variety of content. Daniel Latouche, a professor at the University of Québec in Montreal gave a session on "The Future of an Independent Québec" and although we provided simultaneous translation during the conference, a surprisingly few participants were from the Province of Québec. Daniel Latouche told me "Québec has already separated; we are now just working out the details." Maybe yes, maybe no.

As in most conferences, not all the information transfer came through the formal sessions; considerable use was made of the lounge in the main residence building, and our administration centre. Exhibits were arranged in the lower floor of the main building. These were

cleared away for the dance on the last night of the conference.

The attendance was well over 600 and included some Queen's students and others from Kingston who dropped in for a day at a time. The press coverage was excellent; in the *Ottawa Citizen*, June 13, 14 and July 4, 1977, and *Financial Times* of June 20, 1977. In the *Social Sciences in Canada* journal, Catherine Starrs wrote on "Reflections on the Kingston Conference".

In the *Citizen* of June 14, Tuzo Wilson called for a no-growth, renewal society, and as he said "We should plan to stop growth, instead of being forced to stop it." Wilson was indeed an innovative thinker - e.g. he came to Expo '67 in Montreal in his Chinese junk, parking it in their marina! The *Citizen* article also mentioned Andrew Wells, director of the Institute of Man and Resources in Prince Edward Island who described the province's experiments in solar heat, wind energy and decentralized industry. He also described The Ark, an experiment in a self-contained solar-heated living unit. In the *Citizen* issue of July 4, there was a half page article "Tomorrow begins today for busy Thompson brothers" - with pictures! The article describes my brother Gordon Thompson as saying that he "is looking beyond the near future to a point 100 years ahead when our whole language will be transformed by the computer. He predicts an iconic language, a language of symbols, to supplement if not replace our phonetic language." The article then goes on to quote Gordon on the adoption of the iconic language: "It's already happening. The sign on the bathroom door is a symbol..." In that same article they tell of my experience at a cement company in Montreal when I posed the question of what is their corporate goal. They responded to this by saying - "10% growth." My response, as they quote it, was "... it's immoral to grow just for the sake of growing..." This applies more to-day than ever!

The *Financial Times* of June 20 published a good report on the conference. They described the presentations of Michael Marien, Hazel Henderson and myself. Michael Marien, referring to economic indicators, said "Growth of the GNP is a red herring." Both he and Hazel Henderson spoke about the limitations of economic indicators as a means of measuring the output and health of an entire country. Hazel Henderson is still espousing the development of better indicators of a country's economic well being and effectiveness, but there does not seem to be much progress in this country in such a direction.

In my own presentation I talked about the use of scenarios and futures studies in strategic planning, noting particularly the limitations of a company developing a single scenario of the future for its organizational planning. Forecasts are often dangerous because they represent a single view of the future. In my talk, the preparation of alternative scenarios was pointed out as being an essential part of corporate planning.

There was a certain magic about the 1977 CAFS Kingston conference. Michael Marien, editor of the World Future Society's *FUTURE SURVEY*, expressed it clearly when he said: "It was one of those rare events where the social chemistry was just right." I felt the same sense of excitement about the impact of the event because of what people reported to me. One lady said she often attended conferences to accompany her husband, and this was the first conference where she had had a chance to participate on an equal basis with him.

This magic could be attributed to a number of things:

- the preparation and participation by the group of women lead by Helen Anderson
- the ambience of the university campus:
 - ..the lobby of the main residence where people felt free to gather in informal meetings
 - ..the dining facilities where we ate at long tables, and were therefore more convivial
 - ..staying in the university residences
- the nature and significance of the talks, and the openness of them for discussion
- the variety of people attending, in nationality and in profession

And as Michael Marien concluded in his memo on the conference, "The Great Canadian Futures Conference of '77 can serve as a model. . . (and) will be a tough act to follow."

The CAFS 1977-78 Annual General Meeting

Either during or after each CAFS conference, for most of CAFS' existence, the Annual General Meeting was held. At this one, someone suggested that I be nominated for President for the year 1977-78. I stayed awake half the night worrying about whether I had better accept, if I were

to be nominated. I had just separated from my family, had moved into my own house, and a few days before had been advised by my employer, Canada Post, that my term employment had been terminated. Did I need another responsibility? I was about to ask one of the other stalwarts in the association if he would take it on, but for some unknown reason I decided to hang in. As it turned out, I was indeed elected -- and it turned out to be one of the best and rewarding years of my life.

The executive of the organization as elected at the meeting were:

President: Fred Thompson, Canada Post, Ottawa

Vice-President: Ruben Nelson, President, Square One Management, Ottawa

Treasurer: Frank Feather, Canadian Imperial Bank of Commerce, Toronto

Secretary: Louis J. D'Amore, L.J. D'Amore & Associates Ltd., Montreal

Members-at-Large: Helen Anderson, Ottawa; Leon Katz, Science Policy Secretariat, Regina; Ben Hoffman, Universities Grants Commission, Winnipeg.

Marie-Josée Drouin, of the Hudson Institute in Montreal was also named to assist in the work of the Executive Committee.

Now a personal anecdote: The night of the election there was a convivial meeting of celebration in the lower floor of the main residence. I went in totally exhausted. Bea Olivastri (of the Survival Institute) suggested, just as I was about to escape to my room, that a group of us go out for a quick refreshment to the local bistro. Again, for some unknown reason I decided to go. I invited Janice Tait to accompany me but she continued to talk with a group while the others were all waiting to go. So, impatiently I picked her up with a fireman's lift, and trotted her off so we could all go together. The dancing we did at the bistro filled me with new energy, and it turned out to be a great evening. That was a lesson for me on recovering energy, when a short while before, it didn't seem possible. A lesson to remember.

After the invitation to stand for president, I thought we should have a bilingual person on the executive so I asked Lou D'Amore of Montreal if he was bilingual, and he said yes. I thought this was a neat move, and he was duly nominated and elected. Some time after, I

discovered he was, as he said, bilingual, but not in French, in Italian!

We had the financial records of the conference audited by the Kingston office of Thorne Riddell & Co. and found we had incurred a deficit of just short of \$10,000. This was an unpleasant surprise for our incoming president. The two biggest causes of the over-commitment were, first the extra translation services over budget, and second, the cost of accommodation for the wives of the speakers - also not in the budget. However Don Nightingale was successful in getting Queen's to forego some charges for accommodation and get the deficit down considerably.

The item that was the largest single expense was that for translation. We found that during the conference one of our plenary sessions hadn't been included in the budget, and we authorized the translation company to go ahead and provide the service. However, with a bit of juggling, and carrying the debt over into the next year, we managed to carry on.

Chapter 16

My Year as President 1977-78

This was my year as president, and I was fortunate to be free enough at work that I could devote the necessary time to the activities. But I arranged it that way. The association year for me began with a transfer from the Post Office to the Privy Council Office. Since my role there was to increase the awareness and interest of the staff in futures work, the time I spent on CAFS was a permissible part of the job. In fact at the end of my term as president, when I told Bill Snarr, to whom I reported, that I had completed my year of work at CAFS, he was disappointed "I thought we hired you to be in futures work!"

There were two main accomplishments between conferences during that association year: the regional activities and getting the 1978 conference successfully launched.

Regional activities take two things to be successful: a dedicated leader and financial support. We had the energy at the core executive of CAFS but we had to transport this energy to the regions if we were to realize any ideas or desires we had for activities there. We got wind of potential support from Secretary of State, and I already had had dealings with a contact in that agency -- Arthur New. I had located a part-time consultant in Charlottetown and he had agreed to organize a futures conference in that region for a reasonable fee. The same situation existed in Winnipeg, so we had the people and just needed support money. An application to the Secretary of State, describing a possible futures conference in these two centres was prepared, knowing that we had the people to make it work. And we did get the financial support to the extent of \$25,000. This was good news, and now it was up to us to bring it to reality.

Tom Reddin was the consultant that organized the conference in Prince Edward Island. His job was to get speakers, prepare and distribute promotion, and handle the logistics. We were fortunate in being able to recruit Ian MacDonald, president of the University of Prince Edward Island as chairman of the conference committee. We also got Ivan Kilpatrick to assist Tom Reddin in the organizational work. They did quite an outstanding job. They called the event

“CFAR” for Conference on the Future of the Atlantic Region and recruited expertise and registrations throughout the Maritime provinces. The event itself took place June 22-24, 1978.

The keynote speaker was Ruben Nelson who talked about the future of the Atlantic Region, and the “Canadian Disease.” This, he said, is the way Canadians “don’t create the future; we document what others are doing.”

Tom Reddin, the conference co-ordinator, asked for participants to send him their views on the conference.

Dorothy Hicks, chairperson P.E.I. Literary Council, responded: “The keynote address provided much food for thought. I believe that anyone who heard Mr. Nelson speak would be forced to think and reflect upon the present Canadian status . . . Mr. Nelson’s concept of the Canadian Disease really hit home - how often I run into this in planning - both in myself and in others. Also, tied in with this was his illustration of Canadians as documenters rather than initiators . . . We must begin to shape our own futures; and to do this, we must become initiators and we must be able to perceive subtle changes and take better control of technology.”

Jon Oliver, President of the Atlantic Planners Institute, a participant, wrote:

“I came away from the conference very pleased to discover so many kindred spirits. Too often planners find themselves sounding like prophets of doom because they dare to look down the road and make predictions based on the obvious trends around them. At least we might, together and by accepting a cooperative responsibility for the direction of society, nudge the system a little in the right direction.”

Since the conference was about the future of the Atlantic Region, another respondent, Craig Homewood, Development Planner for the City of Fredericton, commented appropriately:

“I think everyone went away from the Conference with ideas and questions in their minds on the future of the Atlantic Region . . . the conference was successful in that the participants seemed to have reinforced feelings of responsibility for playing their part in

shaping the future and a reinforced feeling of an ability to play a useful part.”

Good positive responses.

The second regional futures conference that the Secretary of State grant made possible was held in Winnipeg, at the University of Manitoba, June 25-27, 1978. Ben Hoffman, a former professor and an officer at the University Grants Commission, acted as our organizer in that city. Mrs. Romey Turner was the conference co-ordinator and worked indefatigably to get everything working smoothly. About 150 persons registered.

There was a galaxy of talent on the podium, but the feature speaker was the brilliant Marie-Josée Drouin, from the Hudson Institute in Montreal. She spoke on the book that she and B. Bruce-Briggs wrote “Canada HAS a Future.” The title of the conference itself was entitled “Conversations on the Future of Manitoba” so the Drouin presentation gave a good overview and background to put the Manitoba scene in perspective. Jim Dator, of Hawaii, a well-known futurist and secretary general of the World Futures Studies Federation was to be the key speaker, but because of unfortunate plane delays, he never made it. Other speakers included Bob Fletcher of the Department of Environment talking about The Ark; Clive Simmonds of the National Research Council looking at future trends and future change; myself on The Super Industrial Society; then Lloyd Axworthy, Terry Morrison, and others.

A questionnaire was circulated asking people their views on their personal future, with some interesting results. One suggested a sabbatical, not just for teachers, but for employees in general. I liked that idea; it would provide a chance for workers to get themselves upgraded, or culturally enriched, and become more valuable citizens. One question asked what they would do if their work week was only 3 days. Responses ranged from feeling that an excess of leisure would have to be filled with new work, to being able to do what they always wanted to do - more hobbies, recreation, gardening, travel, and seeking new experiences. Another question asked what people would do for security if their regular income failed. Some interesting answers here:

- a deep fear of being faced with no personal income
- move to the tropics and live in simple poverty
- grow own food and build own shelters, and finally
- most said they would rely on government assistance

Winnipeg had an active supporter of futures activities in that city in Dr. Robert Beamish, a medical doctor and Vice-President of the Great West Life Insurance company. He was an enthusiastic futurist. Under his leadership the company had sponsored and organized a futures-type conference in Winnipeg called "Dilemmas of Modern Man."

Two other CAFS-inspired futures conferences in the regions were in the making but didn't get the necessary financial support - one at Notre Dame College in Wilcox, Saskatchewan, and another in Montreal. A series of futures events was organized in Prince Albert in May and early June in 1978, co-sponsored by CAFS, organized by Les Senner, School of Social Work, University of Regina. They were good examples of what can be done in local areas, by local people.

During this time the quarterly journal of CAFS, *FUTURES CANADA* was being published. Dick Henshel, a professor in the sociology faculty at University of Western Ontario, was the editor and did quite a magnificent job (for more see Chapter 24.) I took a week of my vacation to go down to London and help out with getting out an issue, living in my brother's house and cutting and pasting on his dining room table! Dick Henshel was busy at the time and I was determined that the issue would be published - which it was.

When I took over as president of CAFS in June 1977, the executive was already concerned about the next conference, that is in 1978, 12 months away. At almost every one of the seven or more executive meetings during my term, the business of the upcoming conference was dealt with - as will be shown in the next chapter.

Chapter 17

"Shaping the Future" University of Ottawa August 1978

The work of the 1978 conference began with a search for a location, and by definition, a sponsor. David Burke, a professor in the law department of the University of Ottawa, contacted me and we discussed the possibility of our CAFS conference there. Burke was a man of great ideas and creativity and we decided to follow up on the possibility of this location. It sounded as if it had excellent prospects.

Burke had a house in Cantley, Québec, near the Gatineau River. It was designed on the tensegrity principle of Buckminster Fuller, suspended on huge poles and in the shape of a dodecahedron. It also had a huge water tank that was exposed to the sun, soaking up heat in the day and circulating it throughout the house during the whole 24 hour period. His house and life-style were a living example of his creativity.

Burke convened a meeting of Walter Baker (a professor in the business faculty of the University of Ottawa and head of his own consulting practice), David McConomy, himself and myself in the fall of 1977 to sketch out plans for a conference at the University of Ottawa. The initiative was clearly Burke's. However, I immediately sensed the power of Walter Baker in the discussion of what, where, and when, the conference should be. He took over.

Baker ran the Centre for Policy and Management Studies, with some loose connection with the university, as his consulting agency. He offered to use this group as the focus for organizing of the conference, and of funding it. This was a generous offer and it provided all the resources to make the effort the success that it became.

Baker and I had a struggle to ensure that it was a CAFS conference, and not his or the University's alone. However, he did it his way, identifying CAFS as a sponsor along with several other agencies and the Centre for Policy and Management Studies. So it was a shared effort, unlike our first two conferences, but at the same time he assumed the financial burden that went along with his commitment. The final

outcome was, then satisfactory to all.

The first step in organizing the conference was to look for sponsors, and this Baker did with considerable success. He got commitments from the following organizations:

Economic Council of Canada
Science Council of Canada
Institute for Research on Public Policy
Canadian Association for the Club of Rome
Centre for Policy and Management Studies, and of course
Canadian Association for Futures Studies

An agreement was prepared to show the extent of commitment of each sponsoring organization, including contribution to the content of the program, and a statement relieving each of any financial responsibility. The head of each organization signed the agreement. It was a very business-like procedure and I was pleased to see it and participate in it on behalf of CAFS.

During all these negotiations a tragedy happened. David Burke died at the young age of 34. A man of great promise. Walter Baker was deeply affected, and felt that his actions might have had some effect by creating a stressful environment. He offered to resign his duties as conference chairman. I had to assure Baker that he did not contribute to the stress on Burke and that he must continue in his role as chairman of the conference. Eventually the storm subsided and the conference proceeded.

The conference office was in the Centre for Policy and Management Studies and was a very busy place. It was like a newspaper editorial office during a news crisis. Getting out mailings by the thousand, organizing both the conference itself and other related activities gave the office a panic-like atmosphere. In fact they planned a conference of three days followed by a Futures Fair for another two days. This was no small task. Baker was a man of action and action there was. He arranged with Lorry Greenberg the Mayor of Ottawa to declare the week of the conference "Futures Week in Ottawa." He arranged for other special events: a live theatre production, special movies, all in the university environment, during the week of the conference and fair. Dale Reagan was the organizer for the Futures Fair, and Anne Perkins the organizer of the conference logistics.

The conference began on the evening of August 23, 1978, with opening remarks by the chairman of the conference Senator Maurice Lamontagne. The keynote speaker that evening was the president of the Club of Rome, Aurelio Peccei. This was indeed a highlight. During Peccei's address he challenged Canadians to develop a world-class project on futures, and to join with like-minded countries to do this. Later, I had the job at the Privy Council Office of following this up.

There was a galaxy of stars as speakers, following the five themes identified in the program. Each theme was followed throughout the three days, and had a noteworthy chairperson usually from the sponsoring agency. The sponsors, the themes and their individual program chairpersons were:

Canadian Association for Futures Studies, "Culture, Society and the Individual", chaired by Thérèse Lavoie-Roux, M.N.A., Québec

Canadian Association for the Club of Rome, "Governance", chaired by Lucien Lamoureux, Ambassador to Belgium

Science Council of Canada, "Science and Technology", chaired by Leon Katz, Science Council Secretariat, Saskatchewan

Institute for Research on Public Policy, "Business and Labour", chaired by Michael Kirby, President of the Institute

Economic Council of Canada, "Economy", chaired by Sylvia Ostry, Chairman of the Council

We had asked Baker from the very beginning to ensure that active audience participation was provided. There is always a lot of expertise in an audience of this kind. However it turned out to be a speakers' conference, albeit a very good one.

Two or three quotes from my notes on the conference are worthy of attention:

Robert Bryce, former deputy minister of finance: "There is going to be inexorable pressure from the developing countries to find work for millions of their young people." (Even in the 1990s

I don't think we are yet feeling the full impact of this potential bomb.)

Thomas Berger, B.C. supreme court justice, and author of the famous pipeline report: "I did not propose that we shut up the North, as a kind of living folk museum and zoological garden." Fascinating! He also said:

"Political leaders of all political faiths throughout the industrialized world are driven by the same forces, forces that can only be assuaged by endless growth." He was making us aware of the dilemma of economic growth, which is becoming more and more critical.

The presentation by Narasim Katary on Sudbury 2001 was one of the more optimistic views of the future. They were just in the beginning of their experiment to revitalize the one-industry city of Sudbury after the slowing down of mining employment. This project gave the citizens of that area a belief that they could help themselves and not wait for rescue by the government.

I see in my notes the comment that although many of the views of the future were somewhat dismal, there is some hope in the evidence of young people learning "to do more with less."

At an evening session 500 people turned up to what was billed as a public forum on "Spirituality in a Changing World." The key speaker was Huston Smith, Professor of Comparative Religions at Syracuse University, supported by a distinguished panel including Gregory Baum of St. Michael's College in Toronto, Howard Eisenberg of the Rosedale Medical Centre in Toronto, and Dorothy Maclean co-founder of the Findhorn Community in Scotland.

The conference attracted about 900 participants, many from the University of Ottawa, but the Futures Fair attracted many more than that.

Futures Fair

The Futures Fair was only one of the many sub-sets of activity and interest both during and following the conference itself. The Fair included such events and presentations as an art exhibit, video tape

showings, food preparation, and some 50 workshops! The key features of the Fair were the multiplicity of exhibits, and the workshops. To walk through the various halls and corridors during the Fair was like going to a cross between a circus and a New Age marketplace. It was a massive organization job and it came off extremely well.

CAFS 1978-79 Annual General Meeting

At the end of the conference was the regular annual general meeting of the Association. We set this up in a unique way. To be sure to attract a quorum, we offered refreshments and sold tickets. The idea of selling tickets was to permit our executive to buttonhole members and then sell them tickets to ensure their attendance. And it worked. The new executive for 1978-79 was put in place at that time. It included:

President: Ruben F. W. Nelson, Square One Management,
Ottawa

Vice-President: Lou D'Amore, L. J. D'Amore & Associates
Ltd., Montreal

Secretary: Roy Woodbridge, Ottawa

Treasurer: Frank Feather, Canadian Imperial Bank of Com-
merce, Toronto

And so another new Association year began.

Chapter 18

CAFS Second Conference at Queen's - June 1979

The CAFS year 1978-79 was the year of Ruben “Butch” Nelson’s presidency. A number of events directly or indirectly related to CAFS took place during that year in addition to the planning for the upcoming conference.

A Vice-President of the Royal Bank of Canada, Jim Morgan headed up an informal organization called "The Group of Ten." This consisted of ten companies that grouped together to explore and if possible act on, the area of futures studies. They had committed funds for this. This had enormous potential, as up to that time the private sector had shown little interest in futures work, beyond their relatively short term planning. I had some meetings with Jim Morgan and gave them a proposal for their agenda. This suggested several action areas for them, including:

- follow up on what we in Privy Council identified as the Peccei Project
- set up a Clearing House on the Future, to make available to corporations and others, information on futures studies
- form an advisory committee to CAFS
- keep members in touch with futures activities by holding informal meetings with prominent futurists

However, what they chose to do was to spend their allotted funds on a study by an academic at the University of Western Ontario. I felt badly about that, because the likelihood of an academic reaching the business men was slim. And so it turned out. The report they received was of not much practical use to them and they did not pursue any of the initiatives such as those outlined above.

The Canadian Association for Adult Education, headed up by Ian Morrison in Winnipeg, was successful in getting the CBC to co-sponsor and produce a nation-wide TV program called "People Talking Back." This included setting up in advance a series of workshops in all provinces of Canada to talk about issues of importance to Canadians. The ensuing TV program then conducted live interviews with one group in each province, out of the total of 233 of these participating groups. It gave Canadians an opportunity to get right into the living rooms of these groups and learn about their concerns. It had quite a dramatic effect. CAFS did not have any direct responsibility for the program, but it did keep in touch with it and encourage it in every possible way. All this took place in the Spring of 1979.

The ideal role for a futures organization like CAFS is to encourage such "town-hall" meetings, preferably on an on-going or annual basis.

Now with regard to the conference planning of CAFS. For a national organization, as CAFS really was, it is highly desirable to locate the annual conferences as much as possible in different locations across Canada. And this was done several times during the life of the organization. However, for the fourth conference, since the majority of members were from Ontario and Québec, efforts were made to locate the events somewhere in that area.

It was agreed that the most useful milieu was a university, because in the summer the members of the faculty were not too busy and the residences were available for reasonably priced accommodation. And other facilities for meetings, both plenary and in small groups, were normally excellent. Besides, the ambience is favourable to the kind of subject matter, and preferable to the standard downtown hotel.

Laval University in Québec City was contacted and were quite supportive of the idea of a conference there. In fact we did not actually hold our conference there but they went ahead and held one of their own, using CAFS identity as a co-sponsor.

University of Sherbrooke was also contacted but was not able to provide the necessary support to act as host and co-sponsor.

I contacted Trent University, in Peterboro Ontario, and one of our committee members, Catherine Starrs and myself visited the site and held a meeting with faculty to see if it would be good to locate there. Their facilities were excellent, with many nooks and corners to hold those in-between casual but important conversations, three contiguous

colleges available for separate themes if that were desired, and even space beyond the campus for a campsite. (I wanted to encourage the New Age contingent to attend.) The Otonabee River ran through the campus and provided recreational opportunities. They were quite interested in working with us, but felt that the 7 months lead time was not sufficient to meet their standards for the preparation of the serious papers appropriate for this type of conference.

When we contacted Queen's University in Kingston, Ontario, they were quite interested and were able to provide the necessary support. So it was Kingston for the second time.

Peter Padbury, a private consultant in Ottawa, was a charter member of CAFS and available to assist the CAFS executive in acting as co-ordinator for the proposed conference. This was a stroke of good fortune and virtually assured its success. Keith Wilde, another charter member of CAFS and soon to become president, was selected as chairman of the conference. Together they put together a very successful event.

The promotion for the conference was for the most part the mailing and distribution of a large four-page newspaper style document entitled "Shaping the future, 1979 - Canadian Initiatives". It contained articles of general interest by prominent futurists, including: Clive Simmonds, Fred Knelman, Michael Marien, and John Kettle. It included detailed information on the upcoming conference, and a registration form. Some 15,000 of these were sent out, using mailing lists such as Canadian Association for the Club of Rome, NGOs (non-government voluntary organizations), CAFS, Canadian Association for Adult Education, press gallery, members of parliament, and the Ontario legislature. This cost about \$3,500 in total.

A second mailing piece was an announcement and progress report on the conference. It was a letter signed by the president of CAFS, Ruben Nelson, saying that 65 sessions were already lined up, most of which incorporated a significant "conversation component." The executive had insisted from the beginning that the conference be not just a "speakers' conference." Audience participation was effective at the first Kingston conference and the executive wanted that to be continued for the second one.

The promotion drew 200 delegates from all parts of Canada including eight provinces and the Yukon, also from three States of the

U.S.; and others from Denmark and the U.K. An analysis of what kinds of people these were, is interesting; in other words who comes to conferences of this sort? 50% were CAFS members; 40% were women; there were mothers, students, farmers, small businessmen, environmentalists, people living in voluntary simplicity, corporate executives and members of the media. A broad cross section of society indeed.

The content of the conference itself included 68 workshops; very few presentations had just speaker format.

A key speaker was Dr. John R. Seeley, a Canadian philosopher from California who addressed a plenary session asking "What will a humane future require of us?" The Institute for Research on Public Policy organized a multi-presentation session on futures technology, put together by their Dr. David Hoffman. I participated in this, talking about writing scenarios as a way to anticipate the future.

The Toronto Globe & Mail wrote up the conference and commented particularly on Prof. Basil McDermott's presentation on "Taking Decline Seriously." Another paper reporting on the conference pointed out that private sector companies are indeed taking the futures idea more seriously. They mentioned Jo-Anne Raynes of the Bank of Montreal as a particular example.

A financial summary of the conference prepared by Peter Padbury reported a positive balance of \$1,173. This was a CAFS first - a conference in the black! However, some of the support money came from the residue of a \$25,000 grant from the Secretary of State for the two regional conferences the previous year.

During an interval in the scheduled program, I took the opportunity to demonstrate electronic mail on a Texas Instruments portable terminal - the state-of-the-art at the time. I noticed a particularly interested young lady; then I noticed her again during one of the informal discussion sessions in the evening. So I asked if she would accompany me down to the waterfront to watch the submarine races. She declined. What are the submarine races doing in Lake Ontario, a distinctly inland water body? I had just learned an hour before, from a graduate of Queen's, that that was how a male student invited a friend to take a walk down by the lake in the moonlight. An old Queen's custom!

When I returned I found the Ann Galley who had refused to accompany me to the submarine races, in the lobby, where we started

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to talk, and continued until the early morning. That was the beginning of a romance that is still going strong! Now that I've brought it up, I'd better finish it!

Futurists Get Married!

Four years after this conference Ann and I got married, but it was not your traditional wedding. We asked people to bring their thoughts and share them with us. The reception was like a futures meeting! The cake was designed to emulate Buckminster Fuller's tensegrity sphere, and we asked people to cut their own piece. Instead of giving out pieces of wedding cake, we handed out a microchip on a piece of styrofoam tied with yellow ribbon. The social editor of the Globe and Mail wrote it up with a two column headline "Futurists Get Married." All this began with a futures conference!

At the annual general meeting of CAFS, June 9, 1979 which followed the conference in Kingston, the following were elected to office:

President: Lou D'Amore, Montreal
Vice-President: Frank Feather, Toronto
Secretary: Lorna Seaman, Kingston
Treasurer: Alan Stanley, Ottawa

Memberships at this time were 435 regular and 51 libraries.

Chapter 18

The Great Global Conference of 1980

Peter Zuckerman of the World Future Society (WFS) in Washington first approached CAFS sometime in 1977 about holding a combined conference in Toronto. He phoned Frank Feather, who was CAFS treasurer at that time, and opened up discussions considering a General Assembly of WFS in 1979 in collaboration with CAFS. The idea appealed to the CAFS executive and asked Feather to continue negotiations. Feather was quite enthusiastic about the possibilities and developed a comprehensive proposal, including organization, location, budget, and submitted it to the World Future Society in March of 1978. But by June, president Ed Cornish of WFS decided the time was too short for an event of the magnitude that they anticipated, and suggested it be put off until 1980. However, it was by then, a definite “go” and a more formal agreement between the two futures organizations was drawn up. Feather was the key figure in these negotiations, and the CAFS executive asked him to limit our financial liability to \$5,000 or less. It was a case of the mouse working with the elephant, and we didn’t want to be liable for a very heavy financial obligation when the conference was over -- as had happened before!

While these arrangements for the combined conference were being worked out, other things were happening in the life of CAFS.

One of our executive committee wanted to change the name of the organization from Canadian Association for Futures Studies to the Canadian Futures Society. This was, in my mind an unnecessary distraction and diversion of interest from getting on with the main functions of the association, namely, mounting an annual conference and publishing a quarterly journal. Incorporation was proceeding at the same time and finally the idea of a change of name was dropped. The incorporation had gone too far by this time to justify changing the name; so it was left and the old name maintained. I went through a similar experience when I was in the Economic Council. I was charged by the enabling Act of the Council to “foster and promote productivity.” And they were not doing it, except in a very broad global way with national data. So I suggested that the Act be changed to more fairly reflect the

aims and objectives of the organization. The chairman, I clearly remember, said that opening up the subject would be risky and raise too many questions, and they could do all they wanted to do with the Act as it was presently written. Case closed. No wonder then that I was not impressed with efforts to change the CAFS name.

It was in November 1979 that the first CAFS newsletter was published, edited by Lorna Seaman. She was also Secretary of the Association for that year. At the end of the 1979 Annual General Meeting, I proposed Seaman for Secretary. She was duly elected and turned out to be a faithful worker for several years.

In Toronto, Don Toppin was actively organizing and leading a Toronto Futures Group. They were a chapter of the World Future Society and claimed a mailing list, if not a membership, of 1,400 names. They would meet once a week in the Metropolitan Toronto Library, OISE (Ontario Institute for Studies in Education) and other locations, during 1978-80 and organized some excellent programs with speakers such as: Alexander King of the Club of Rome, Ron Ritchie an MP formerly with Imperial Oil of Toronto and also a member of the Club of Rome, Ian MacDonald of York University, and Gregory Baum of the University of Toronto.

They were also instrumental in forming Project Toronto/2000 in collaboration with the Department of Adult Education, Ontario Institute for Studies in Education, the Commissioner of Planning for Toronto, and Aurelio Peccei. They set up 6 task forces including topics of Energy and Resources, Health and Well-Being, Telecommunications, Multi-Culturalism and Global Education.

They published two periodicals - *The Bridgebuilder* a newsletter of the Group; and *Focus on the Future* a digest of conference reports and book reviews. Toppin was a strong supporter of CAFS and had been a long-time friend of myself and other futurists in Ottawa. He became the executive director of the Canadian Council of Christians and Jews in Toronto and through that group provided office space for the upcoming Global Conference of 1980. Toppin was an enthusiastic worker but sometimes shot from the hip and got himself into hot water. In fact he apparently moved too fast for some members of the conference committee at the World Future Society and they asked for him to be removed from Frank Feather's conference team. Feather obliged them, but I thought rather hastily and thus incurred the wrath of Toppin and his supporters.

In April of 1980, 3 months ahead of the upcoming Global Conference, and the anticipated election of officers, I was planning the succession of next presidents. The level of energy and dedication of a president of a voluntary organization like CAFS is critical to its success. It also takes a lot of time from one's primary job, so I was concerned about the ongoing life of our organization and the need to carefully select the appropriate leadership. I had been back-staging this from the beginning, proposing likely nominees like Ruben Nelson, then Lou D'Amore. Now I saw the energy and skill that Frank Feather was putting into the organizing of the Global Conference and asked him if he would stand for president for the year 1980-81. After some persuasion he said yes. Then I talked to Kimon Valaskakis and asked if he would be Vice-President and stand for President after Feather. He also agreed. So my plan was working well -- until the last moment when Feather withdrew his support. It was only a few days until the Annual General Meeting to be held on the evening of July 22, 1980. Valaskakis was the logical choice, but he said he was not ready this time, but would still be willing to stand for the year after. So, I had to find another candidate to be willing to be President this coming Association year.

Keith Wilde, a member of the strategic planning group at Agriculture Canada, and a long time member of CAFS was willing to stand. He was elected at the annual general meeting at the Global Conference and held the position for two years.

During the heat of the organizing frenzy of the Global Conference I was using electronic mail to communicate with Frank Feather in Toronto, and Ed Cornish in Washington. Let me quote from the tail-end of a letter, my thoughts on presidential succession and other information, to Lou D'Amore, the then President, in April of 1980:

“... This should bring you up to date. This is being typed on my computer terminal using the text editor Word Pencil program. When are you going to get one?”

“P.S. It is 7:30 a.m. and I have already sent Frank Feather a note on the Q/L electronic mail system. It is a great system. Ed Cornish is also on the network, but he doesn't answer his mail!”

So much for electronic mail! As I like to say, to complete a transaction you have to have a pitcher and a catcher.

About a year before the Global Conference, Don Toppin wrote and invited me to be an Honorary Chairman along with Maurice Strong “as a tribute to your status and pioneering efforts (in the futures field).” I was happy to accept. I think this was Don Toppin’s idea though, because the various programs on the conference just listed Maurice Strong as Honorary Chairman. However, Toppin at that time asked me for a message which he might use, and I sent him a one-pager, which I think is still very much appropriate so I would like to quote a paragraph from it:

“I would like to point out the area of change I feel is just starting and will hopefully accelerate during the next two decades. That is, the changing relationships between work, education and leisure. The advanced industrial countries are simply overshooting the past and are still oriented to jobs, with education used to serve the job market, organized in rigid blocks of time. Now that we can produce all the food and shelter we require in a fraction of our life span we keep on producing to create goods and services we do not really need to the detriment of our environment and our minds and bodies. We must establish new concepts of work, education and leisure, remove the old rigid concepts and learn how to learn sooner and faster so we can enjoy the full potential of the human spirit. We have the tools, and now we need the understanding.” Amen.

Even though Frank Feather was busy organizing the conference, while working at the same time for the Canadian Imperial Bank of Commerce, he and Rashmi Mayur, a futurist from Bombay, India, began organizing a Global Futures Network. It didn’t really take off until after the Global Conference, but it saw its beginnings about this time.

There was a lot of good publicity prepared for the conference. Documentation included a 22-page description of the conference and detailed program; another a 64-page large newspaper style promotional document with considerable information about presentations with many pictures and illustrations. The Governor General of Canada, The Rt. Hon. Edward Schreyer, was invited to take part. He accepted being

an Honorary Patron and took part in receptions and events.

The Conference Itself

The conference itself took place at the Harbour Castle on Toronto's waterfront, and the Royal York Hotel.

The First Global Conference on the Future - Toronto, July 20-25, 1980

The final attendance was estimated at 5,500 people, with 1,150 people on the program! It was a thrill to experience, after all the dreams, hopes and the long months of preparation and hard work on the part of the conference committee. People still remember the conference as a landmark occurrence.

There was a VIP reception, which as an Honorary Chairman I attended. I met and had brief discussions with a number of distinguished people including:

The Governor General of Canada,
The Right Honourable Edward R. Schreyer
The Lieutenant Governor of Ontario,
Pauline McGibbon

Hazel Henderson
Robert Jungk
Robert Theobald
Maurice Strong
Eleonora Masini
Rashmi Mayur

Willis Harman
Eric McLuhan
Aurelio Peccei
Senator Maurice
Lamontagne
Andre Van Dam

Quite a list of stars, which contributed greatly to the quality of the conference.

Frank Feather acted as general Master of Ceremonies and kept things moving quite well. At the main general assembly, Lou D'Amore as President of CAFS, gave tribute to Hugh Stevenson, Janice Tait, and our Committee of Six for the starting of CAFS. Marshal McLuhan was given an award for his outstanding futures writings. He was in declining health at the time and as he struggled to the front to receive the award, his son Eric had to assist him. It was rather sad to see, but noble of him

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to make the effort.

The various sessions had all the names in the futures field from Canada, United States and Europe. It was a thrill to be there and be a part of it.

My colleague Ann Galley and I gave a session on “Conferencing as a Change Agent.” She talked about her unique style of conferencing and I about using the computer for electronic conferencing. Fifty people attended that session.

The CAFS Annual General Meeting was on the evening of July 22, 1980. The officers elected were:

President: Keith Wilde, Ottawa
Vice-President: Kimon Valaskakis, Montreal
Secretary: Peter Main, Toronto
Treasurer: Anders Skoe, Ottawa

A CAFS banquet was held after the CAFS Annual General Meeting and featured Warren Almand federal cabinet minister, as the after-dinner speaker. Following the banquet Ann and I went to a party at the home of a Toronto member of the electronic conferencing network (EIES) of which I was also a member. Most of those there were members of the EIES network from anywhere in North America. There I met Peter and Judy Johnson-Lenz from Portland, Oregon, with whom I had been conferencing for a year or more and never seen!

Near the last of the conference, Ann and her family in York Mills (north of the Toronto city limits), hosted a gathering of interesting futurists, friends of ours from meetings over the years. Those attending were: Alexander King from Sweden, Eleonora Masini from Italy, the John Kettles of Toronto, Sam Nicholson from the U.K., and the Guerons from Paris. It was all made possible by having such a large and international gathering at the Global Conference.

After these exotic meetings, both at the conference and at Ann's parents' residence, I drove home to Ottawa (Ann and I were not married then, and she was living in a bachelor apartment in downtown Toronto) and my notes say

“Now in cultural shock!”

Reflections Arising from the Conference

Concern was expressed from the first, that the conference would be just a World Future Society's General Assembly and CAFS would be barely mentioned. The case of the mouse and the elephant again, but Frank Feather assured us that CAFS would be featured up front, and he succeeded in doing so. Ed Cornish as president of the World Future Society brought the largest number of speakers and attendees, yet he was modest enough to let Feather and CAFS play a dominant role. This was appreciated. It was billed as a global and as an international event, and so it was. Some 150 people attended from third world countries, and also a large number from both Europe and Asia..

Feather did a masterful job not only as the key organizer of the conference but also as general chairman of the conference and master of ceremonies.

When I meet people now, more than 10 years after the Global Conference, who are not familiar with the existence of CAFS, I simply ask, do you remember the futures conference in Toronto in 1980? Almost

Chapter 20

The North/South Conference October 1981

As in previous chapters, this one is an account of the CAFS year from the end of one conference to the end of the next one. In this case the CAFS year of 1980-81 began right after the Global Conference in Toronto in July 1980, and ended after the conference in October 1981.

You might think by now that the chief activity of CAFS is to mount an annual conference. That is partly

Ruben Nelson in Square One Management, she provided all the office services required by CAFS. Remember, CAFS did not have its own office or paid staff. She performed the duties of answering correspond-

ence, recording memberships, sending out mailings, and whatever was required. So it was a necessary part of the continuing operation of the Association. We did pay her a modest fee for the hours she put in, but the work she did required a knowledge of the Association, and it would not have been easy to find an alternate service. She and Lorna Seaman worked together (and well together) to edit, type up and print the *CAFS Newsletter*. Barbara had contributed to CAFS in this way since June of 1977.

Frank Feather, as recounted in the previous chapter, was the organizer of the Global Futures Conference. Just prior to the conference he teamed up with Rashmi Mayur of Bombay, India to form the "Global Futures Network." The success of that conference, and the contacts he made, presented him with a host of new opportunities in the futures field. Accordingly, he resigned from the bank and took up full time futures work.

Not many can do, or have done, full time futures work in a country the size of Canada, and on a subject so critical yet ephemeral. He first operated out of an office on College Street in Toronto, then moved into a building on McGill Street near the old Eaton's College Street. He called this "Future House" and I visited it a number of times. It was the creation of an active mind and a fertile imagination. Here he held meetings, provided a reading room and an office for his futures work. I guess it was not easy to finance the overhead from the income of a beginner in futures consulting. I presume he learned what many individual consultants have learned the hard way - you can't maintain the overhead of an office with staff and rent, on the intermittent income generated by one consultant - especially in the futures field. Working out of your house/office is the best way if it can be worked out, and that is what Feather eventually did.

Part of the activity of the Global Futures Network was the publication of *The Global Futures Digest* and *Future Focus*. He and Mayur also started their Global Management Bureau which published a monthly bulletin *Managing Tomorrow*. In one of their publications they urged people to plan for coming to the Second Global Conference on the Future in Bombay, January 1, 1984. An auspicious year. So Feather was active and bound to go somewhere. Since that time he has

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published a book "G-Forces"¹ which has had good reviews, and has engaged in consulting and bookings for speaking to groups in Canada and the U.S.

Meanwhile, Kimon Valaskakis, the CAFS president, was busy planning and organizing for the conference for 1981.

He obtained co-sponsorship of several international organizations including the United Nations Association of Canada; l'Association Futuribles in Paris, headed up by Hugues de Jouvenel; la société d'études and de reflexion sur l'avenir, a futures group in Montreal; External Affairs Canada; and Canadian International Development Agency.

An important part of any conference, particularly for a voluntary association, is the obtaining of sufficient funds to operate in the black. To this end Valaskakis phoned the Minister of External Affairs and asked for two things:

- a grant of \$60,000
- for the Minister to give a keynote address

The Minister agreed to both requests, and referred him to his Deputy. The final grant was reduced to \$50,000 but that was gratefully received! The Minister did indeed give the keynote address.

When the program was all set, with speakers selected, one of the committee -- Janice Tait -- noted that there was not a woman on the program. She asked Valaskakis to add a woman futurist to the program and Valaskakis said it was too late. She then threatened him that she would resign from the committee and call a press conference if this situation was not corrected. Valaskakis said they didn't know of a suitable female futurist; Tait recommended one -- Dr. Norma Walmsley. Valaskakis had met his match, and the lady was duly added to the program!

I was quick to urge Valaskakis to ensure that the conference was distinctly a CAFS event, and not an External Affairs conference.

1) Feather, Frank *G-Forces: Re-inventing the World*, Summerhill Press, Toronto, distributed by the University of Toronto Press, Toronto, 1989

It was billed as:

“North-South Futures: is there a Special role for Canada?”
the 6th Annual Conference,
Canadian Association for Futures Studies.
Mount Royal - Sheraton Hotel Montreal Oct. 1-4, 1981

Conference programs were printed separately in French and English. One of the responsibilities and objectives of the conference was to develop some conclusions and recommendations on whether there was indeed a role for Canada to play in the North/South dialogue.

Just before the conference, September 30, 1981, the annual general meeting of CAFS was held at the Mount Royal Sheraton. The officers for the coming year were:

President; Keith Wilde, Ottawa, re-elected
Vice-President; Kimon Valaskakis, Montreal, re-elected
Secretary; Anders Skoe, Ottawa, re-elected (Treasurer 1980-81)
Treasurer; Bhoo Agarwal, Toronto

I had to scurry about in the halls looking for members to ensure that we had a quorum to legitimate the voting. And it was close! People were just not interested in the routine business of the Association; but perhaps this is true of any voluntary Association where their pocket-books are not involved.

At the meeting the re-elected President reviewed the past year noting some critical events including the resignation of the long-time editor of *FUTURESCANADA* Dr. Richard Henshel. Henshel had edited the journal from its first issue in 1976, seeing that it had good editorial content, and being at the same time responsible for the setting-up, printing and distribution. A large task for a part-time job of a university professor.

Wilde also pointed out that the Global Conference of 1980 in Toronto cost the World Futures Society \$50,000 and our share was limited, as agreed upon (fortunately) to \$5,000.

The executive had also become concerned about the need to re-structure the organization, and change the by-laws to more accurately reflect the intended role of CAFS. I felt at the time that CAFS executive really had all the freedom they needed to carry out the purpose as stated

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in the constitution. Too much energy can be lost on examining why the butterfly can't fly, and not getting on with the key activities of the organization - the journal, the newsletter, and the annual conference. Too much indecision dilutes power and as the Bible says "who will follow the uncertain trumpet?"¹

The conference itself was held October 1-4, 1981, in the Mount Royal Sheraton in downtown Montreal. Some 200 people attended.

The program for the conference was a good balance between speakers, plenary sessions and workshops where dialogue could be generated and conclusions drawn. The speakers were a collection of international notables including Aurelio Peccei, John Galtung, Mahdi Elmandjra and Tony Lovink; plus a galaxy of stars from Canada, United States and Mexico.

A list of the speakers, with a brief biography was prepared and handed out at the conference, which proved to be very handy as a supplement to the regular program.

The conference was chaired by Kimon Valaskakis, and the conference committee was chaired by Paris Arnopoulos, a colleague of Valaskakis and a professor at Concordia University.

John Galtung, one of the prime speakers and a prominent futurist from Norway, got in touch with Valaskakis at the last minute and said he was delayed in Bangladesh, and would be a day late. Valaskakis made the necessary readjustments to the program and when he got to the airport to pick him up, Galtung asked him which speech Valaskakis would like him to deliver; he had ten of them!

The one he did pick was somewhat cynical but very clever. He called it "The Blue and the Red; the Green and the Brown." The Blue represented the capitalistic West with its increasing interest in non-manual work, material comfort, privatism and security;

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1) Paraphrased from the King James version of the Bible, CO 1, 14:8

come the syndrome of “what I do, doesn’t matter anyway.”

Paris Arnopoulos conducted a session that was a simulation of what might be the outcome of the North-South Summit of 22 countries in Cancun, Mexico, that was taking place in about a month. The question was, what do you expect of the Cancun conference? Arnopoulos, as a professor at Concordia, was teaching a class in political science, and he included this session as part of his course. Students were assigned to represent each of 22 countries or country groups; they read up in advance about the issues of their areas and held several caucus sessions. At the conference they met as if they were in Cancun and worked to prepare a Declaration. Then they would compare this later with the real thing from Cancun. It was a true simulation exercise. As Arnopoulos says in his report on the exercise:

“Throughout this time, the delegates (students) were helped a lot by various consultants (attendees at the conference) who dropped in to the simulation from the other concurrent activities of the Conference. These people from different parts of the World as well as Canadian civil servants floated many ideas, some of which were taken up by the players and adopted in the final declaration.”

The Declaration that Arnopoulos’ students prepared made suggestions on energy, industrialization, trade, food, and finance for global sustainability and peace. The outcome, as Arnopoulos reported, was surprisingly close to that of the Cancun Summit. The sessions were well attended, since it was a prescribed part of their university course.

Although most felt that the conference enjoyed a good measure of success, one “disgruntled but loyal CAFS member” wrote to the editor of *FUTURES CANADA* to claim that the environment of a downtown hotel was not appropriate to the theme “North/South.”

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There is a lot to this point of view. He (or she) called it a “reactionary setting.” I believe that such conferences on the future, whether on a theme relating to the third world or not, should be in a more appropriate setting, where people are accommodated in less than luxurious quarters, eat together, can easily gather in small groups, and even are provided with choices of health foods. The smaller universities are more likely to provide such facilities.

Chapter 21

CAFS Goes to Vancouver August 1982

After the successful 1981 North/South conference in Montreal, Keith Wilde continued as President of CAFS, and his concerns were not only the continued publication of the journal and the next annual conference, but the on-going desire to change the constitution. As with the previous efforts to change the name of the Association, this created an air of uncertainty as pointed out in the previous chapter. Then, on top of that, and perhaps because of it, a month after the annual meeting, the one solid hitherto unchanging base of the organization was gone - Barbara Moore, the Association secretary, resigned.

In her letter of resignation to the CAFS president she gave as one of the reasons "the widely divergent views we hold of an appropriate operating mode for CAFS as a voluntary organization." The office that Square One Management provided, with Barbara Moore, was then not available to us.

However, Moore and her friend and CAFS member, Lorna Seaman, continued to edit the journal to carry on after the recent resignation of Richard Henshel. Henshel had edited the CAFS journal *FUTURESCANADA* faithfully for 5 years, and also had it printed and mailed out to members. It was a huge contribution.

About this time, there was a futures group operating in Vancouver. It was basically an unstructured group that would meet in private homes about once every three weeks. Anders Skoe and Gary Spraakman were founding members of this group of about 10-15 people. Later on Skoe moved to Ottawa, joined CAFS and began talking about holding a CAFS conference in the West. This finally caught their interest and so began the story of the Vancouver CAFS conference of 1982.

In the Fall issue of *FUTURESCANADA* (Vol. 5, No. 3, 1981) the Vancouver conference was announced:

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**“Canadian Cultural Futures”
7th Annual Conference
Canadian Association for Futures Studies
University of British Columbia
Vancouver, B.C.
August 14-16, 1982**

The conference chairman was Gary Spraakman of Vancouver. As early as October 1981 they had set up a committee and developed a concept of a program. They even had a conference goal:

“To draft a generative cultural vision for Canada”

The committee brainstormed for speakers and came up with quite a good list which they began to contact and invite. They did not promise remuneration or expenses. They had excellent response to their invitations. Two keynote speakers responded by late Fall 1981:

**Mr. Justice Thomas R. Berger of the Supreme Court of the
Province of British Columbia, and
Bob Blair, President of NOVA, an Alberta resource company**

Later on in the year they added other prominent persons as speakers for the conference. These included:

**Louis Applebaum, Chairman, federal Cultural Policy Review
Committee
June Callwood, writer
John Crispo, professor, University of Toronto
Hon. David MacDonald, President, Futures Secretariat
Walter Pitman, Executive Director, Ontario Arts Council**

Gary Spraakman wrote asking me to take part in the program and in my reply I said I was unable to do so:

“As you know, I have been involved in one way or another with every CAFS conference since the inception of the organization in 1976. However, this year is an unusually busy one for futures conferences.

In June I will be going to the World Futures Studies Federation conference in Sweden - on the "Future of Politics"; and in July I am giving a paper at the World Future Society Assembly in Washington. And that uses up all my available time and money!"

I liked their reasons for picking the cultural theme for the conference. In their promotional material they said:

"Significant cultural changes are now occurring in Canada. We are living in a period of cultural discontinuity. The opportunity for cultural choice has prompted the Canadian Association for Futures Studies to dedicate its Seventh Annual Conference to this theme."

I sent Sprakman a think-piece on conferencing, putting together a number of thoughts that I had developed over the years with CAFS and Economic Council and other organizations. I have put these criteria in "What We Learned from Running CAFS Conferences" in Appendix 4 as a reference for those with this res

licity, noted that Canada's values are clearly those of the contemporary advanced industrial democracies.

"But what strikes me as unique, is the peculiarly Canadian urge to 'do something' about the shape of the world. This missionary spirit has inspired some of our finest hours in international affairs."

He then described the intellectual frameworks within which our international behaviour has developed:

"Two schools (of thought) may be named after the Canadian statesmen most commonly associated with them: the Pearsonian approach to internationalism, and the Trudeauvian approach to national interests."

He then, of course, elaborated on them with elegant perception.

Elmer Derrick, whose ancestors came from the northwest of British Columbia, presented his paper on “Shared Experiences from Canada’s Oldest Culture.” His comments are more than ever appropriate in to-day’s Canada with its concern about national unity.

“Part of the problem in Canada results from focusing too strongly on the differences among Canadians rather than trying to find common ground for cultures to grow together.”

However nice that may be, the artist from Québec, James de Gaspé Bonar described in his paper what was, perhaps, a more realistic view of the true nature of the situation in Canada:

“Art is a form of utopia. Although it proclaims the existence of a distinct, unflawed world, it rejects violently our own pernicious one. In literature and indeed in much of post-war Québec art, this utopian spirit led to the shattering of the traditional French-Canadian mindscape, and is the creation of the new Québécois one. In laying the necessary conceptual framework, Québec artists created an urgency which led to action. They prefigured the political reality, and that myth is now the dominant ideology of Québec.”

In Gary Spraakman’s concluding comments “Opportunities for Creating a Desired Future” he sums up by expressing his own views and, really, hopes for the future of Canadians:

“We need to develop new ways of living together, and cohesing the required underlying values and beliefs. To have any conceivable kind of Canadian culture we need to cooperate with one another if we want to survive as a distinct culture.”

That final statement is certainly true, but the power of the myth and the vision of the artist, the singer, and the poet are very powerful motivators and may be the force that determines the future. The conference attendance was lower than previous conferences, at about 75 people. They had the good fortune of getting acceptance from so many

good speakers, even though all but two paid their own travel and expenses with no remuneration from the conference.

The CAFS Annual General Meeting elected Kimon Valaskakis as President *in absentia*. We had talked about this one year before, hoping that he would accept the nomination for that position for 1981-82. However, he was not prepared to do this at that time. We were fortunate then that he accepted the next year and was duly

Chapter 22

**CAFS in Montreal Again
May 1984**

people at this exhibition, it was a good place for CAFS to be visible; and an information booth was set up for this. The date of the conference also coincided with the end of the eight-month employment period of the 6 people hired under the terms of the grant. So that explains why there was no conference in 1983, and an early one in 1984. Conferences have ranged generally from June to October, but this was the first one as early as May. The specific dates were May 24 - 27, 1984.

The program was structured around six themes, under the titles of: Global Issues, Methodology, Society, Land, The Sea, and Space.

I gave a presentation "Alternatives to Employment" in the Methodology sector, based on a study I had done for the Department of Employment and Immigration. Let me give you a picture of just what that was about.

In that study I showed how the world was changing and it was no longer enough to try to generate jobs, jobs, jobs, in the old traditional way. The future would require a different approach to employment from the regular 8 hour job in an established company. I considered all people of working age in Canada, and classified them into four categories, based on the major source of income. I called these categories "boxes"; Box A was all the people whose major source of income was from regular jobs in the private sector; Box B was those with jobs in organizations supported by tax revenue, e.g. governments, hospitals, schools, military; Box C those on transfer payments, e.g. unemployed, welfare; and finally Box D "Other" those self-employed or living off others, as students, house spouses, retirees. The point I was making was that it was Box C that should be encouraged, researched and supported. If employment was shrinking in the private sector, where would we like the people to go? Box B and be tax supported? Box C and be on tax support again, but non-productive? No, it would be best to find how the redundant people could be self-reliant, or self-supporting. And this could be done in any number of ways, some of which were described.

Well, I was going strong presenting my subject, using the flip chart and asking questions, but nobody seemed to be listening. I got a little panicky, and signalled my wife Ann, who was sharing the podium with me, to take over! She did and with her energy, skills at group

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facilitation, and familiarity with the subject, got the group wakened up again and we finished in good style. We often find that we act well as a team supporting each other in that way.

At the CAFS annual general meeting, associated with the conference the following officers were elected:

President; Paris Arnopoulos, Montreal
Vice-President; Christian deLaet, Regina
Secretary; Judy MacGregor-Smith, Montreal
Treasurer; Eddie Robbins, Montreal
Editor of *FUTURES CANADA*; Jean Roy, Montreal

Actually, Gary Spraakman of Vancouver was voted in as president, but had to withdraw shortly after, so Arnopoulos took over for the next CAFS year.

Valaskakis then, had held office from the Vancouver conference in August 1982 to the Montreal conference in May 1984. The status quo of CAFS at the end of the conference was quite impressive - a cash balance of \$10,000 and a membership of 200 persons. CAFS had never been in better health.

So Arnopoulos took on the leadership of CAFS with the association in excellent condition.

During the year of Arnopoulos' presidency - 1984-85, he took steps to get CAFS affiliated with the Learned Societies through membership in the Social Sciences Federation. He succeeded in this and the next three conferences were held in association with the Learned Societies annual gatherings - Montreal in 1985, Winnipeg in 1986, and Hamilton, Ont. in 1987.

Arnopoulos then proceeded to organize another conference for the year 1985, and to publish the CAFS journal *FUTURES CANADA*.

Chapter 23

Winding Down 1984-87

CAFS year 1984-1985 was the year of Paris Arnopoulos as President, and the organizing of the conference in June 1985 at the University of Montreal.

In addition to the conference in June, the highlights of the Arnopoulos year were the publication of three issues of *FUTURES CANADA*, his visit to Costa Rica to attend the World Futures Studies Federation (WFSF) conference on “The Futures of Peace,” and the affiliation of CAFS with the Learned Societies of Canada.

The trip that Arnopoulos took to the WFSF meeting in Costa Rica was climaxed by the signing of a document of mutual support between CAFS and the UN University for Peace located there. This included exchange of documents of interest in the peace and futures movements. The content of the document is shown in Appendix 5. The potential was there for developing a most interesting relationship, but languished after a few exchanges, mostly due to the irregular operation of CAFS and its eventual phasing out.

The more significant event of that year was, of course, the annual CAFS conference. This year it was held at the University of Montreal.

“Prospects for Peace”
the 9th Annual Conference
Canadian Association for Futures Studies
University of Montreal, Montreal, Québec
June 8-10, 1985

This was the third conference of the Association held in Montreal, mostly because of the connection with the GAMMA Institute. It was the first that was associated with the Learned Societies, which group always held their gatherings in a university campus.

Funding for the conference was obtained from two sources:

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characteristics of one Epoch to another as they described it, would be a massive transformation in people's values, attitudes, and practices. (Is this possible, or will the world be controlled more by crisis and disaster than by purpose and plan? An interesting thought.)

The funding received covered costs from the Conference and also permitted the publication of papers from the event. The resulting Transactions was an impressive 230 page book called appropriately *Prospects for Peace* published by GAMMA Institute, Montreal. The conference then, operated in the black, principally because of government grants.

The annual general meeting of CAFS was held on Sunday June 9, 1985 after the conference. The newly elected officers for the year 1986-1987 were:

President; Christian deLaet, Regina, Sask.
Vice-President; Jean Roy, Montreal
Secretary; Nancy J. Kleins, Montreal
Treasurer; Stephane Gendron, Montreal
Editor of *FUTURES CANADA*; Fred Thompson, Ottawa

A resolution was passed to keep the head office of CAFS in Montreal, although the president would be located in Regina, Saskatchewan.

The executive were quite willing to follow the offer of the incoming president to hold the conference for the year 1986 in Winnipeg. Winnipeg was picked because it was the locale for the annual meeting of the Learned Societies, with which CAFS had so recently become affiliated. It would be held there at the same time of their event June 8-9, 1986. The title, and theme of the conference had not been decided at that time.

The rest of the CAFS year then would be up to Christian deLaet in Regina. Efforts were then made to recruit new members, maintain the mailing list, continue to publish *FUTURES CANADA* and make plans for the conference for June in Winnipeg.

DeLaet and I collaborated on the publication of two issues of *FUTURES CANADA* and he arranged to have it produced in Regina,

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with the help of the University of Regina.

In October 1985 I sent a questionnaire to the executive assistants of the provincial premiers, and their equivalent in the territories, enquiring as to their long range planning activities and their conduct of futures studies. Six out of the twelve mailed out came back with a response - which is relatively good for any survey. However, they did not respond because they were doing futures work, but because they wished to co-operate in the program. Ontario and Québec did not respond.

Saskatchewan and Alberta did futures work, with a small staff.
New Brunswick had a small staff to develop implications of future trends on policies and programs.
North West Territories did multi-disciplinary long range studies on resource development.
Newfoundland & Labrador, and the Yukon had no futures activity.

The CAFS conference in Winnipeg was organized by Christian deLaet with the assistance of Keith Neufeld, both of whom were associated with the University of Regina. DeLaet assembled an excellent roster of speakers. The theme was planned early in the year of 1986 where the objectives were to:

- explore the roots of Non-Governmental Volunteer Organizations, and how they developed
- explore new forms of organization to cope with a pluralistic society
- research precedents of volunteer organizations in other countries and jurisdictions
- explore a closer fit with the decision-making process

So, the conference became:

“The Future of the Voluntary Sector”
the 10th Annual Conference
Canadian Association for Futures Studies
University of Manitoba, Winnipeg, Man.
June 8-10, 1986

I was not able to be at the Winnipeg event, and I guess most of the loyal members of CAFS had the same problem - how could I justify the trip in terms of time and expense? The attendance was only a handful of people mostly from the area. It was a great disappointment after the work that deLaet put in, and the excellent speakers that were obtained. That should have been the handwriting on the wall for the CAFS executive, and the organization might well have disbanded at that time. However, hope lives eternal in the human breast, and the Annual General Meeting was held on June 10, 1986, quorum or no. How can officers be elected when no one is there? However there is official record that the officers for the upcoming year of 1986-1987 were:

President; Christian deLaet, Regina, re-elected
Vice-President; Jean Roy, Montreal, re-elected
Second Vice-President, (new position); Jaymore Bell, Edmon-
ton
Secretary-Treasurer (now combined); Keith Neufeld, Regina
Communications Strategies, (new position); Keith Wilde, Ot-
tawa
Editor of *FUTURES CANADA*; Fred Thompson, Ottawa, re-
elected

Energies began to decline after that. No further issues of *FUTURES CANADA* beyond the Fall/Winter 1986 issue were produced. Records for other activities and meetings are not to be found, or are non-existent. Nonetheless, Christian kept on working, and he and Keith Wilde set up the next conference which was in Hamilton with the Learned Societies.

The CAFS Eleventh Annual Conference
McMaster University,
Hamilton, Ont.
June 3,4, 1987

It was held in conjunction with the Professional Members Group of the World Future Society
Ten members of the Professional group of the World Future Society, came up from the US; and there were 10 attendees from

Canada. The meeting was principally group discussion, with participants sitting in a large circle, and the speaker, when there was one, using a blackboard at the front. There were no outside speakers; the content was all group interaction. The learning and information exchange was excellent because of the experience and expertise of those in attendance.

Mary Wallis, a consultant who was putting together the results of the Delphi exercise operated by the Science Council, reported on her analysis of it. I was part of the panel in that Delphi and was pleased to see her criticism of it. I strongly agreed with her concepts - the questions in the Delphi were much too detailed, and promised little output of significance. And that explained why the Science Council never did publish the results.

Wallis emphasized the power of myth and said that Canadians need a better myth about their concept of country. At present it seems to be too negative and not positive enough to be a driving force for unity. As she said, Canada still has a colonial mentality, and we are condemned to be hewers of wood and drawers of water. Margaret Atwood's book "Survival" describes it all.

Michael Marien, editor of *FUTURE SURVEY* gave an interesting presentation using as a resource the information gleaned from his incredible literature digests. Ken Hunter, as the leader of the U.S. delegation, and Clive Simmonds of Ottawa were notable contributors.

Although attendance was small, in fact so small that there was no quorum at the subsequent Annual General Meeting, it was worthwhile in content and inspiration. However the whole event suggested that there was not enough interest to justify continuation of the Canadian Association for Futures Studies, and that the goals and concepts were not appreciated sufficiently to generate the needed support.

At the annual general meeting the group nominated Brigadier General Robert Dobson as the next president. I rushed out into the hall to find a telephone to call Dobson and see if he would agree to stand. He had just completed a study on the future of the military so I thought he would be a good choice for the head of CAFS. He did agree to stand, so he was duly "elected." There is no record of other officers elected to the posts of Vice-President, Secretary and Treasurer. CAFS was in reality dead, but would not lie down!

Over the next six months I was instrumental in trying to get Christian deLaet and Bob Dobson together to turn over the books and files of CAFS so Dobson could carry on with his responsibilities.

However, the energy was too low all around to effect this with sufficient dispatch to feel that the organization was still alive.

As of this writing, there have been no meetings since the Hamilton conference in 1987 and in effect no officers. However, the incorporation of CAFS is still on the official records at the Department of Consumer and Corporate Affairs in Ottawa, and could be revived as a viable organization, if anyone with energy and resources decided to do so. However, it would require the submission of successive annual reports, authorized by the board of directors on the activities of the organization each year since 1986, which is the last year that records were received by the Department.

Many volunteer organizations, like this one, need outside financial support to be viable. So CAFS is in the position that unless there is enough motivation and commitment to successfully attract sufficient outside money for each year, then it is unlikely that CAFS could, or would, be revived.

And that is the story of the Canadian Association for Futures Studies - all but the publications. So now we turn to the story of the CAFS quarterly journal *FUTURESCANADA*, and other publications.

The Story of FUTURES CANADA

“At its first meeting the Executive took steps to establish a publications program and an editorial board to administer it.”

Thus read the news item in the charter issue Vol. 1, No. 1 of *FUTURES CANADA*, as the quarterly journal was launched.

There is no mention in the constitution of a publications program or a quarterly journal. I thought this was rather odd, but the executive from the first felt that a journal was necessary.

The name *FUTURES CANADA* was the suggestion of the founding president Hugh Stevenson. The first editor was Dr. Richard Henshel, a professor in Social Sciences at the University of Western Ontario, and from the start he had the goal of producing a proper journal, not just a newsletter.

Henshel continued to edit the journal for nearly five years, which is quite remarkable considering the effort required for a voluntary publication with no outside financial backing - with the exception of the first issue.

The first issue came out shortly after the founding conference of June 1976, and described some of the features of that conference. Bilingual characteristics were followed for nearly all issues. It was later decided that the total content would not be in two languages, but if a paper was received in French it would be published in French; and likewise for English articles; otherwise the administrative information and news items would be in English and French.

The first issue also promised members a quarterly "bulletin", an annual book review and a directory of members. Not all these commitments were met. The "bulletin" was upgraded to a journal, and tried to come out quarterly - partially succeeding! The annual book review was published for two years and dropped - unfortunately, since the ones that did come out were excellent. The directory of members was not completed, although a list of new members was occasionally published in the quarterly journal.

The editorial board at the first was headed by Dr. Richard Henshel, with Dr. J.D. Purdy as book review editor, and Peter Maurice of Canada Trust. The

latter provided the initial financing for the publication of *FUTURESCANADA*.
Highlights of issues of *FUTURESCANADA* under the various editors,
starting with Richard Henshel:

1976

Volume 1

- No. 1 - the Charter Issue, 8 pages; outline of the Publication program
(financial support by Canada Trust)
- No. 2 - 10 pages - generally news of futures activities
- No. 3 - 12 pages - one professional paper; the CAFS constitution;
futures news
- No. 4 - 12 pages - the Lamontagne survey of futures studies 1977

1977

Volume 2

- No. 1 - 14 pages - two papers; report on the Kingston conference; list
of tapes from the conference that are available. **Book
Review Supplement: J.D. Purdy, Book Review Editor 54
pages; 18 books reviewed; really quite an effort; distrib-
uted to all members along with *FUTURESCANADA***

1978 (still called Volume 2)

- No. 2 - 20 pages - slight change in appearance; the contents on the front
page like Reader's Digest; three papers; book reviews.
- No. 3 - 24 pages - two papers; several write-ups on futures conferences;
futures news.
- No. 4 - 20 pages - four papers including one by Marshall McLuhan; and
as usual, items of interest, and the President's Letter; also
accompanying this issue is the annual Book Review
Supplement - 41 pages and 12 books reviewed

Volume 3 (still 1978)

- No. 1 - 62 pages! in a new format; pocket size 8.5" x 5.5" called, on the
front cover "Bulletin of the Canadian Association for
Futures Studies". Four papers; the President's Annual
Report; other news and miscellaneous. This was the only
of this size and type-set Conference in Toronto;
and an announcement that Richard Henshel is stepping down
as editor after nearly five years, as of July 19ne ttwo
three 4. 1 - 28 pages - a long paper by John Seeley with 6 responses to it;
a detailed program on the Global Conference to come. This
edition has as guest editor R.F.W. Nelson and still Henshel
as editor - he wasn't allowed to resign! Nos
2 and 3 are not to be found

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1979 (still Volume 3)

Volume 3

No. 2 - 20 pages in the original format 8.5" x 11"; all in this format are and have been printed in blue ink with very small type, not very inviting to read

No. 3- 20 pages - three excellent papers; several book reviews by J. D. Purdy

No. 4 - 20 pages - three papers; advance information on the 1980 Global Conference in Toronto; and the announcement that Richard Henshel is stepping down as editor after nearly five years as of July 1980

1980.

Volume 4

No. 1 - 26 pages - a long paper by John Seeley with 6 responses to it. a detailed program on the Global Conference to come; this edition has a guest editor R.F.W.Nelson and still Henshel as editor - he wasn't allowed to resign!

No's 2 and 3 are not to be found.

No. 4 - 16 pages - three papers; guest editor for this issue David Hoffman, and Henshel as editor still. This is the last issue in small type (8 point). All these are, and have been, set up and printed through Hanshel in London, Ontario.

1981

Volume 5

No. 1 - 28 pages - three papers, letters, notes, news. This starts a new era; Dick Henshel is no longer editor; Barbara Moore and Lorna Seaman take care of the whole publication, typing and getting printed at Mercury Productions in Ottawa.

No. 2 - 28 pages - all about activities and concerns of CAFS; same editors Moore and Seaman; no professional papers.

No. 3 - 28 pages - 1981 North/South Conference; same editors

No. 4 - 32 pages; also listed as Volume 6, No. 1, but this is in conflict with the next issue of FUTURES CANADA; four papers and other articles; announcement of Aug. 82 confce. in Vancouver; last editing by Moore & Seaman

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1982, 1983

No issues of FUTURES CANADA

1984

Volume 6

- No. 1 - 24 pages - new format in 2 colours announcing the 1984 upcoming conference in Montreal. Content almost exclusively describing the conference. Edited by Jean Roy of GAMMA Institute, Montreal. Published by GAMMA; all of Volumes 6 and 7 published by GAMMA.
- No. 2 - 12 pages - one article; list of new members and administrative news; next 4 issues editor Jean Roy; 2 colour cover
- No. 3 - 12 pages - 1984 conference papers summarized; list of new members.
- No. 4 - No record of this being published

1985

Volume 7

- No. 1 - 12 pages - two papers; CAFS business information.
- No. 2 - 12 pages - this issue strictly a promotion for the 1985 confce/ "Prospects for Peace" and sent out in quantity to recruit participants
- No. 3 & 4 - a combined issue to qualify as a "quarterly"; this and next two issues, editor Fred Thompson; 28 pages; seven papers, three articles and CAFS business; published by GAMMA - the last one published in Montreal.

1986

Volume 8

- No. 1 - 32 pages - special theme issue "Foresight in Government" ten papers; one survey report; other articles; calendar of events; items of interest. Published in Regina through Christian de Laet's connection with the University of Regina
- No's 2 & 3 - another combined issue - a special theme issue "The Future of Work" and the last issue of the journal; one interview; eight papers; six reports on futures projects in Canada, and upcoming events.

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In addition to the above issues of the quarterly journal, Lorna Seaman produced, with the assistance of Barbara Moore, three Newsletters (from 4 to 16 pages) for CAFS from November 1979 to February 1981.

There were several meetings of the editorial committee starting in the late summer of 1985 through 1986 planning contents of upcoming issues of FUTURES CANADA. As noted above, the first issue for which I was responsible, was with GAMMA in Montreal, working with Nancy Kleins who was responsible for the actual output with the GAMMA resources. The other two issues following that, were with Christian deLaet in Regina. So all three were done at arms length, but seemed to go quite well.

At the October 30, 1986 meeting of the editorial board, four of us planned the next several issues: Ray Jackson of the Science Council of Canada, Erik Solem from National Defence, Keith Wilde of Department of Agriculture and myself. We had decided on the "theme issue" principle and proposed four themes for forthcoming issues, with their responsible guest editors. The target dates for these issues were:

April	1987 -	Voluntarism - Christian deLaie
July	1987 -	National Issues - Col. R. Dobson
October	1987 -	Health - Ray Jackson
January	1988 -	Agriculture - Keith Wilde

These themes were for issues beginning in 1987 as Volume 9. The guest editors expressed themselves as willing to participate in the plan, but as things turned out, papers of substance were not easy to get and production fell behind. Because I felt that I had spent enough time on the work of CAFS, and needed to put my mind to my own consulting business, I was not eager to continue with editing another year of the journal, hence the idea of getting others to contribute as guest editors. This system had been successful before, so I thought we could put it to good use again. However, new content was not forthcoming, and FUTURES CANADA came to an end, along with the association.

All in all, the above efforts represented a meaningful output in the interests of futures studies and activities in Canada - twenty-seven issues and three Newsletters over a period of 10 years, includ-

ing book reviews and professional papers.

What can we learn from all this?

For one thing, one must admit that most of the papers that were received over the years were of good quality and worthy of publication. Reading over the collected issues of FUTURES CANADA is convincing of this point. So what was missing?

Is it possible to have a successful on-going journal? Not if the support of the organization behind it is weakening, with membership and attendance at meetings and conferences declining steadily.

In retrospect, it would seem that the most critical factor was the lack of funding from outside sources, beyond the fees received from memberships alone. The funding for any voluntary organization should be sufficient to support an office with at least one administrator, and enough to support the publication cost of a quarterly journal and possibly a newsletter. An office is required to keep membership records up to date and to ensure that membership fees are renewed each year

And that is the story of FUTURES CANADA.

***"For my part, I think that a knowledge of the future
would be a disadvantage."***

Cicero, c. 45 B.C.

Section 7

REFLECTIONS

and

DIRECTIONS

Chapter 25

Reflections & Directions

Now is the opportunity to reflect on the meaning of all that has gone before in this document.

What really is the impact, or what has been the usefulness of the futures movement over the period covered in this book, and how should we assess its value?

When I began my interest in futures studies, the word and concept "futurist" was not understood and any responsible professional didn't want the label. Now things have changed. Futurists are no longer said to read animal entrails! or crystal balls! or depend on astrology! So, you might say that the activities of those interested and active in futures studies over the years have had some impact.

At the same time, there are many people who do not have any idea what futures studies are about, nor have heard the word futurist, or know about the futures movement. So, there is still work to be done in increasing awareness of futures issues and the "world problematique."

Not all the expectations, the long term scenarios, have come to pass, or are on course. However many of the critical issues of concern to the futurist have indeed come closer to fruition, or being seen to be realistic in the public eye. The most unexpected events were the changes in the political scene in Eastern Europe and the end of the cold war. The expectations that have come to pass are the public concern for the increasing pollution, destruction of the ozone layer, the loss of food base (depletion of the fishing stocks of Canada's east coast) and other non-renewable resources.

It is important then, in our view, to continue to help make people aware of the changes that need to be made to improve our lot, or indeed to prevent the worst to happen.

What then needs to be done? What are the critical issues?

What Needs to be Done

I found that one of the clearest insights of what needs to be done by humans on this planet, is in the book *World Population and Human Values* by Jonas and Jonathon Salk¹. Here they point out the need to change from what they call Epoch A, to Epoch B. Epoch A is what has happened up until now, and until the rate of population increase in the world begins to decline. Epoch B is that period in the future after the rate of population growth begins to slow, and shows up as the declination of the global population growth curve. The characteristics of Epoch A, life up to now, are competition, self interest, economic growth, population increase, and unlimited resource consumption. Epoch B will be characterized by cooperation, conservation, group interest, economic stability, population control.

In the book by Meadows and Randers *Beyond the Limits*,² the authors point out that the revolution required to change into what the Salks call Epoch B, will be as great or greater than that which took place to convert the hunter-gatherer society into an agricultural one. Even if it will take a hundred years, we had better get started now!

Stuart Conger talks about the need for social inventions,³ and this may well be the most pressing need for the future - new social inventions on how to live well together in a crowded world. And again, Peccei made a good point in calling for "a new ethic for mankind." We could rename this "a new ethic for humanity."

WHAT MUST BE CHANGED	WHAT MUST COME ABOUT
Economic growth	Stability
Population increase	Population control
Consumption of resources	Conservation
Competition	Cooperation
Self-interest	Group interest

And finally, we in the so-called advanced countries are living

References at end of chapter

well, and may not appreciate that we are enjoying life beyond our means. This could be called a Golden Age, which was also true in Ancient Greece in 400 B.C. after the riches gained by Alexander the Great from his extensive conquests. Their wealth came from the energy of the slaves they captured; they had time to gather 'round in the town square and talk about public issues; they are said to have invented democracy. Our energy is mostly fossil fuel and nuclear. May we use our time as well.

Now what of the future? I see a more complex and stressful world basically because of the increased population, and the consequent struggle toward a global culture, rising above a large number of national or ethnic ones. The economic resolution of increasing national indebtedness will require some eventual serious reconstruction, which is bound to be painful. Then, what should our individual roles be?

Faith Popcorn (a great name suggesting hope and joy) talks about Cocooning in *The Popcorn Report*⁴ which is, I think, based on her living in New York and within an already over-crowded environment. She thinks we will have to withdraw into our "fortresses" or cocoons, to shelter against the stresses and viciousness of the world out there. I would prefer to see the encouragement of self-supportive communal environments, growing their own food, conserving on energy and consumption and living in small groups in "Voluntary Simplicity."⁵ At the same time we must take a responsibility for the governing of ourselves, through participation in some form of social management, at whatever level - community, city, state or country. Along with this I would strongly urge that our governors develop and implement a Bill of Responsibilities to help balance out the excesses now developing in the enforcing of the Bill of Rights.

And finally, I would suggest more organizations to do what the futures organizations described in this book were (and too few still are) doing. Keep the pressure up for increasing the knowledge and awareness of future global needs.

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