

NOTES FOR REMARKS
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CANADIAN CLUB LUNCHEON
OCTOBER 22, 2001

TORONTO, ONTARIO

Royal York Hotel
Canadian Room

1:10 p.m.

Check against delivery

I AM VERY HONOURED TO HAVE BEEN INVITED TO ADDRESS THE CANADIAN CLUB AND I WOULD LIKE TO COVER FOUR THINGS IN THE TIME AVAILABLE TO ME TODAY: TO SAY SOMETHING ABOUT THE UNITED WAY CAMPAIGN WHICH I HAVE THE PRIVILEGE TO CHAIR FOR THE GREATER TORONTO AREA THIS YEAR; TO UPDATE YOU ON SOME OF THE ACTIVITIES OF THE ROGERS ORGANIZATION; TO ADDRESS THE GROWING NEED FOR MORE INVESTMENT IN THE COMMUNICATIONS SECTOR IN CANADA; AND FINALLY, A BRIEF COMMENT OR TWO ON THE POLITICAL LANDSCAPE IN OUR COUNTRY, STIMULATED AT LEAST IN PART BY THE ADDRESS GIVEN BY LEONARD ASPER HERE A COUPLE OF WEEKS AGO.

NOTHING I HAVE BEEN ASKED TO DO HAS GIVEN ME MORE PLEASURE AND SATISFACTION THAN HAVING THE OPPORTUNITY TO HEAD THE UNITED WAY CAMPAIGN. WE HAVE ASSEMBLED A WONDERFUL TEAM OF MEN AND WOMEN WHO ARE HELPING ME TO RAISE \$74.8 MILLION DOLLARS FROM THIS COMMUNITY, THIS YEAR.

I GET ASKED TWO QUESTIONS AS I GO FROM WORKPLACE TO WORKPLACE, MEETING TO MEETING. THEY ARE: WHY ARE YOU DOING THIS AND WHEN TIMES ARE SO UNCERTAIN, WHY ARE YOU TRYING TO RAISE MORE MONEY THAN WAS RAISED LAST YEAR? TO ME, BOTH QUESTIONS HAVE THE SAME ANSWER.

I BELIEVE WE HAVE SOMETHING INCREDIBLY SPECIAL IN THIS COMMUNITY...A TOLERANT, CARING, CIVIL SOCIETY, DRIVEN BY A SET OF UNDERLYING VALUES WHICH CAUSE US NOT TO BE SATISFIED WITH OUR QUALITY OF LIFE, AS GOOD AS IT MIGHT BE, AS LONG AS THERE ARE PEOPLE WHO ARE DISPLACED, DISADVANTAGED, HOMELESS OR OTHERWISE IN TROUBLE.

IN MY VIEW, IT IS THOSE VALUES -- IT IS THAT WAY OF LIFE WHICH HAS BEEN THE BEACON WHICH HAS ATTRACTED PEOPLE AND INVESTMENT HERE FROM ALL OVER THE WORLD AND IN SO DOING, HAS ENRICHED OUR COMMUNITY IN MANY DIFFERENT WAYS. I DON'T BELIEVE PEOPLE COME HERE OR INVEST HERE AS MUCH ON ACCOUNT OF WHAT WE HAVE HERE, BUT RATHER ON ACCOUNT OF HOW WE LIVE.

I BELIEVE THE PRESSURE OF EVENTS, THE NORMAL CYCLE OF THE ECONOMY, THE NEED TO RESOLVE SOME OF OUR FINANCIAL PROBLEMS...THESE HAVE ALL CONTRIBUTED TO PUTTING THOSE VALUES, THAT SENSE OF COMMUNITY AND PARTNERSHIP UNDER SOME STRESS IN RECENT YEARS. PERHAPS THAT IS TO BE EXPECTED.

NOW, AS TIMES BECOME MORE UNCERTAIN, AS MORE CHALLENGES DO ARISE, INCLUDING THE TRAGIC EVENTS OF SEPTEMBER 11, I BELIEVE IT IS EXACTLY THE RIGHT TIME TO REAFFIRM THOSE VALUES, TO REAFFIRM THAT WAY OF LIFE, TO EXPRESS OUR FAITH AND OUR COMMITMENT TO THE KIND OF CARING AND PARTNERSHIP WHICH WE KNOW HAVE MADE THIS COMMUNITY STRONG.

TO ME, ONE OF THE BEST WAYS IN WHICH ANYONE CAN DO THAT IS TO SUPPORT THE UNITED WAY. IT DOES SO MUCH FOR SO MANY, AND DOES SO IN A RESPONSIBLE, WELL-MANAGED WAY.

AND SO, I HAVE TAKEN EVERY OPPORTUNITY I CAN TO URGE PEOPLE TO GIVE, WHETHER IT IS MONEY OR SOMETHING OF THEMSELVES, OR BOTH. I DON'T THINK IT'S ABOUT MEETING A PARTICULAR FUNDRAISING GOAL, THOUGH THAT'S OBVIOUSLY IMPORTANT. IT'S MORE ABOUT MAKING SURE WE DON'T LET THE UNDERLYING STRENGTH OF THIS COMMUNITY SLIP AWAY.

I THINK PEOPLE ARE COMMITTED TO THOSE VALUES, THEY UNDERSTAND WHAT MAKES THIS CITY STRONG, AND THAT IS WHY I AM PLEASED TO REPORT TO YOU THAT THE CAMPAIGN IS GOING VERY WELL SO FAR, ALTHOUGH WE STILL HAVE A LONG WAY TO GO.

FOR SIGNIFICANTLY DIFFERENT REASONS, IT IS ALSO AN EXCITING AND SATISFYING TIME TO BE INVOLVED WITH A COMPANY LIKE ROGERS COMMUNICATIONS AND TO BE A PART OF THE BROADER MEDIA AND COMMUNICATIONS INDUSTRY.

THE PACE OF CHANGE, WHETHER IT BE REFLECTED IN THE INTRODUCTION OF NEW TECHNOLOGY OR, JUST AS IMPORTANTLY, THE CHANGING NEEDS AND WANTS OF OUR CUSTOMERS, MEANS THAT EACH DAY REALLY DOES REPRESENT A BRAND NEW CHAPTER, THAT THE WAY YOU HAVE DONE THINGS IN THE PAST OFTEN HAS LITTLE RELEVANCE TO TOMORROW.

WHAT HASN'T CHANGED IN MY VIEW, IS THE IMPERATIVES ON WHICH TED ROGERS AND OTHER PIONEERS IN THE COMMUNICATIONS BUSINESS HAVE BUILT THEIR ENTERPRISES. LET ME DEAL IN PARTICULAR WITH ROGERS.

INNOVATION, CONVENIENCE FOR PEOPLE, CUSTOMER SERVICE AND MORE RECENTLY CHOICE AND CONVERGENCE. WHILE THIS IS NOT AN ALL-INCLUSIVE LIST, THESE ARE AMONG THE THINGS THAT DRIVE THE GROWTH AND EVOLUTION OF OUR BUSINESSES AT ROGERS.

QUITE FRANKLY, THE ONE WHICH OFFERS US THE GREATEST CHALLENGE IS CUSTOMER SERVICE. I SAY THAT, BECAUSE IN THE CABLE BUSINESS IN PARTICULAR, WE ARE STILL IN THE MIDST OF A TRANSFORMATION FROM AN ENGINEERING BASED MONOPOLY BUSINESS, TO A COMPETITIVE, MARKET DRIVEN, CUSTOMER-FOCUSED COMPANY.

BELIEVE ME, THE COMPETITION IS HERE, IN EVERY ONE OF OUR BUSINESSES, FROM OUR FRIENDS AT BELL AND OTHERS, AND THAT MAY WELL BE THE BEST THING THAT HAS EVER HAPPENED TO OUR CABLE COMPANY. AND, THE TRANSFORMATION IS WELL UNDERWAY, WITH SIGNIFICANT PROGRESS ALREADY ACHIEVED, BUT WITH SOME DISTANCE TO GO AS WE STRIVE TO REACH THE GOAL YOU WOULD SEE SO PROMINENTLY DISPLAYED IN ALL OF OUR WORKPLACES: CUSTOMER FIRST.

OUR RECORD OF ACCOMPLISHMENT IS LONG AND DISTINGUISHED WHEN IT COMES TO INNOVATION. STARTING ALL THE WAY BACK IN 1926 WITH THE INVENTION BY E.S. ROGERS SR. OF THE AC TUBE WHICH ALLOWED FOR BATTERYLESS RADIOS, THIS COMPANY HAS RECORDED FIRSTS NOT JUST IN CABLE, BUT IN ALL OF ITS BUSINESSES, AND NOT JUST CANADIAN FIRSTS, BUT WORLD FIRSTS.

WHEN ROGERS BECAME THE FIRST NATIONAL WIRELESS PHONE PROVIDER, OR WHEN WE BECAME THE FIRST COMPANY IN THE WORLD TO ENTER THE BUSINESS OF RESIDENTIAL HIGH SPEED INTERNET ACCESS OVER CABLE, THE IDEA WASN'T JUST TO BE ABLE TO SAY WE WERE FIRST.

WHEN WE BECAME THE FIRST CABLE COMPANY TO PROVIDE ACCESS TO THE INTERNET THROUGH YOUR TELEVISION SET, WITHOUT A COMPUTER, WORKING IN PARTNERSHIP WITH OUR GOOD FRIENDS AT MICROSOFT, IT WAS NOT ABOUT SETTING PRODUCT INTRODUCTION RECORDS.

OUR ABILITY TODAY TO PROVIDE OUR COMBINED CABLE, INTERNET AND WIRELESS CUSTOMERS WITH ONE BILL IS NOT ABOUT THE SPEED WITH WHICH WE CAN EVOLVE INFORMATION TECHNOLOGY OR BILLING SYSTEMS.

EACH AND EVERY ONE OF THESE THINGS, AND I WILL DISCUSS A FEW MORE IN A MOMENT, ARE ABOUT MAKING LIVES MORE CONVENIENT FOR OUR CUSTOMER, GIVING THEM JUST A BIT MORE TIME TO DO SOMETHING ELSE IN A BUSY WORLD, INCREASING THE VALUE PROPOSITION FOR THEM AS CUSTOMERS OF OUR COMPANIES.

OUR CUSTOMERS TELL US THEY WANT MORE CHOICE IN THE SERVICES THEY CAN BUY. THEY TELL US THEY WANT MORE CONVENIENCE IN THEIR LIVES, WHETHER IT IS CONVENIENCE PRODUCED BY THE PRODUCTS WE SELL, IN AND OF THEMSELVES, OR CONVENIENCE THEY EXPERIENCE IN THEIR BUSINESS DEALINGS WITH US.

EAST OF TORONTO, TODAY, WE ARE TESTING SOMETHING WE CALL TRIPLE PLAY. IT IS A MODEST SIZED BOX, OFTEN REFERRED TO AS A HOME GATEWAY, WHICH SHOWS HOW REAL CONVERGENCE IS RAPIDLY BECOMING A REALITY. THE BOX LINKS THE FUNCTIONS OF YOUR TELEVISION SET WITH YOUR HIGH SPEED INTERNET CONNECTION, WITH YOUR PHONE LINE, WITH YOUR STEREO SYSTEMS. THAT MEANS YOU CAN PLAY MUSIC FROM THE INTERNET ON YOUR CLOCK RADIO, YOU CAN GET CALL ALERT ON YOUR TELEVISION OR YOU COULD INSTANT MESSAGE FROM YOUR TELEVISION SET TO A FRIEND'S COMPUTER - AND ALL WITHOUT ANY ADDITIONAL WIRING OR BUYING ANY NEW EQUIPMENT.

EARLIER THIS MONTH, WE LAUNCHED SOMETHING CALLED ENHANCED TELEVISION.

IT'S A TIMELY SERVICE. WE'RE EXCITED ABOUT IT. WITH THE PUSH OF A BUTTON IT ALLOWS MORE THAN 200 THOUSAND OF OUR CUSTOMERS TODAY TO BUY PRODUCTS THEY SEE IN ADVERTISEMENTS OR GET MORE INFORMATION ABOUT PROGRAMS.

AND ENHANCED TELEVISION PROGRAMMING IS THE TECHNOLOGY THAT ALLOWS VIEWERS TO PARTICIPATE IN THEIR FAVOURITE PROGRAMS, LIKE JEOPARDY OR VOTE FOR THE MVP AFTER THE HOCKEY GAME.

THE TECHNOLOGY IS HERE.

BEFORE THE END OF THIS YEAR, WE WILL LAUNCH "VIDEO ON DEMAND". CUSTOMERS CAN CALL UP A FAVOURITE FILM OR SITCOM EPSIODE OR A NEWS DOCUMENTARY AND WATCH IT WHEN THEY WANT. FOR A PERIOD OF SAY 24 HOURS, THEY "OWN" THE PROGRAM. THEY CAN PAUSE THE SHOW, THEY CAN REWIND, AND THEY CAN FAST FORWARD.

THE TECHNOLOGY IS HERE.

BUT YOU AND I KNOW IT COMES AT A PRICE.

WE NOW LIVE IN AN ENVIRONMENT OF INCREASING GLOBALISATION IN THE AREA OF TELECOMMUNICATIONS THROUGH THE TECHNOLOGY OF SATELLITES AND THE INTERNET AND THERE ARE MANY COMPANIES THAT OPERATE WORLD-WIDE.

IF CANADIAN CULTURE IS STRONG -- AND WE BELIEVE IT IS -- AND IF CONTRIBUTIONS FROM OUTSIDERS MAKE US STRONG -- AND WE BELIEVE THEY DO -- THEN ISN'T IT TIME TO REVIEW OUR RESTRICTIONS ON FOREIGN INVESTMENT?

DO WE ACCEPT THAT IN HIGHLY CAPITAL INTENSIVE TECHNOLOGICAL INDUSTRIES, LIKE TELECOMMUNICATIONS, WE MUST RESTRICT FOREIGN INVESTMENT BY LAW TO PROTECT OUR CULTURE?

BECAUSE THAT IS WHAT WE ARE DOING TODAY.

OF ALL INDUSTRIALIZED NATIONS IN THE WORLD TRADE ORGANIZATION, EVERY ONE HAS REDUCED OR ELIMINATED RESTRICTIONS ON FOREIGN INVESTMENT IN THE TELECOM INDUSTRY. ALL BUT ONE -- CANADA.

RESTRICTIONS ON FOREIGN INVESTMENT HAVE NOT INSPIRED A SINGLE WORK OF ART IN THIS COUNTRY, HAVE NOT CREATED A SINGLE CANADIAN PIECE OF MUSIC NOR LED TO THE WRITING OF A SINGLE CANADIAN BOOK.

I WANT TO MAKE ONE POINT CLEAR. I AM NOT SPEAKING HERE OF FOREIGN OWNERSHIP RESTRICTIONS ON CANADIAN CONTENT INDUSTRIES. THEY MUST REMAIN. CANADIAN VOICES MUST BE HEARD. CANADIAN CULTURE MUST BE PRESERVED AND MUST FLOURISH.

BUT IN THE TELECOM AND CABLE INDUSTRIES WE NEED THE INGENUITY AND INVESTMENT FROM OUTSIDE OUR BORDERS TO HELP US CONTINUE TO SET THE PACE, TO BUILD ON SUCCESS. AND WE BELIEVE WE CAN AND SHOULD HAVE BOTH.

WE NEEDED FOREIGN INVESTMENT TO BUILD THE RAILROAD, AND WE NEED IT TO EXPAND TELECOMMUNICATIONS IN THIS BIG COUNTRY.

THERE IS NO QUESTION OF SURRENDERING TO FOREIGNERS, CULTURALLY OR ANY OTHER WAY. YES, WE BORDER THE WORLD'S LARGEST EXPORTER OF ENTERTAINMENT AND SOFTWARE.

YES, WE MUST BUILD CANADIAN INSTITUTIONS -- OUR OWN RADIO AND TELEVISION PROGRAMMING. BUT YOU DON'T DO IT BY RESTRICTING INVESTMENT IN THE FIBRE OPTIC PIPES THAT CARRY THAT PROGRAMMING.

INNOVATION WITH INVESTMENT.

ROGERS CABLE HAS INVESTED NEARLY TWO BILLION DOLLARS IN CAPITAL IN THE PAST FIVE YEARS ALONE. ROGERS WIRELESS SPENT ABOUT THE SAME -- ALMOST TWO BILLION IN CAPITAL IN THAT SAME TIME FRAME. OVERALL, THE ROGERS GROUP INVESTED FOUR BILLION DOLLARS IN JUST FIVE YEARS TO GIVE OUR CUSTOMERS BETTER SERVICE, TECHNOLOGY AND PROGRAMMING.

IT'S EXPENSIVE. YOU NEED CAPITAL. AND RAISING IT ISN'T EASY AND IS MADE MORE EXPENSIVE WHEN INVESTMENT RESTRICTIONS ARE IN PLACE.

THESE RESTRICTIONS DON'T PROMOTE COMPETITION. THERE ARE FEWER PLAYERS IN THE INDUSTRY NOW THAN THERE WERE LAST YEAR.

SHARE PRICES HAVE BEEN WEAKENED SPECIFICALLY BECAUSE OF CONCERNS OVER THE ABILITY OF THE INDUSTRY TO FINANCE INVESTMENTS.

SOUTH OF THE BORDER, CABLE COMPANY SHARES TRADE AT MUCH HIGHER VALUES BECAUSE OF THEIR UNRESTRICTED ACCESS TO NEW INVESTORS -- IN FACT 50% HIGHER ON AVERAGE. IN THIS COUNTRY, SHARE VALUES IN COMPARABLE COMPANIES ARE UNDERVALUED PARTLY BECAUSE WE ARE PRESENTLY DENIED THAT SAME ACCESS TO INVESTMENT.

THIS ISN'T ABOUT SELLING OUT. ROGERS IS NOT FOR SALE. IT IS A CANADIAN COMPANY. THIS IS HOME. WE'VE GROWN AS OUR COMMUNITY HAS GROWN. IF YOU KNOW TED ROGERS, YOU KNOW HE IS FIRST AND FOREMOST A PROUD CANADIAN.

WE'RE ALL PROUD CANADIANS.

THIS IS NOT ABOUT CHANGES TO THE OWNERSHIP RULES FOR BROADCASTING. IT'S ABOUT INVESTMENTS IN TELECOM AND CABLE.

CANADIANS ENJOY THE LOWEST CABLE AND WIRELESS PRICES IN THE WORLD AND HAVE A QUALITY AND RELIABILITY OF SERVICE THAT'S SECOND TO NONE.

ROGERS HAS MADE THE INVESTMENT TO PROVE IT. BUT WE PAY A PRICE FOR RESTRICTIONS ON CAPITAL. OUR SHAREHOLDERS PAY A PRICE. OUR CUSTOMERS PAY A PRICE.

I SERVED ON THE FEDERAL GOVERNMENT'S TASK FORCE ON BROADBAND ACCESS. IT'S A HIGH GROWTH INDUSTRY. PEOPLE WANT IT.

THE GROWTH IN OUR OWN CUSTOMER BASE UNDERSCORES THE DEMAND. CANADIANS WANT TO DOWNLOAD NEWS AND INFORMATION AND ENTERTAINMENT PROGRAMMING IN THEIR OWN HOMES. AND THEY WANT IT AT HIGH-SPEED.

BUT IT'S A DIFFERENT STORY IF YOU LIVE OUTSIDE THE BIGGEST CITIES IN THE COUNTRY.

CANADIANS IN EVERY COMMUNITY SHOULD HAVE THE SAME ACCESS. ROGERS EXTENDED SERVICE TO MORE MODEST SIZED ONTARIO COMMUNITIES LIKE STRATHROY AND ST. THOMAS. WE'VE MADE IT A PRIORITY.

BUT WHAT ABOUT THE MANY OTHER COMMUNITIES WHICH DON'T YET HAVE ACCESS TO BROADBAND SERVICE?

AND WHAT ABOUT COMPANIES THAT CAN'T FINANCE THE HEAVY INVESTMENT IT TAKES TO EXPAND THEIR NETWORKS?

IT TAKES CAPITAL, AND THAT MEANS INVESTMENT. AND RESTRICTIONS ON INVESTMENT MEAN CANADIANS DON'T WIN.

I MENTIONED THAT GLOBALIZATION IS A FACT AND TECHNOLOGY IS HERE.

IN OUR BUSINESS WE'VE COME A LONG WAY FROM ONE-WAY VIDEO PROGRAMMING. NOW IT'S HIGH SPEED INTERNET ACCESS, INTERNET ON TELEVISION, TWO WAY DIGITAL PICTURES AND SOUND, AND VIDEO ON DEMAND.

CELL PHONE USE IS GROWING RAPIDLY AND WE ARE JUST ABOUT TO INTRODUCE NEW PHONES THAT OF COURSE PROVIDE VOICE BUT ALSO DATA, ALLOW SHORT MESSAGING AND ACCESS TO THE INTERNET - AND ALL WIRELESS! ANY PLACE, ANY TIME.

IT ALL INVOLVES INVESTMENT IN FIBRE OPTICS AND TRANSMISSION EQUIPMENT AND NETWORK SERVICE.

THIS IS RUNAWAY TECHNOLOGY. THE SPEED OF CHANGE IS LIGHTNING FAST.

BUT IT'S NOT FREE.

FOREIGN INVESTMENT DOES NOT MAKE US WEAK, IT MAKES US STRONG -- AND WE BELIEVE THAT IT IS ABSOLUTELY ESSENTIAL IN ORDER FOR US TO MAINTAIN OUR ROLE AS A WORLD LEADER.

NONE OF WHAT I HAVE SAID RELATES TO OUR CULTURAL INDUSTRIES- RADIO, TELEVISION, FILM, PUBLISHING. CANADIAN CONTENT RULES ARE NECESSARY. WE MUST ENSURE THAT CANADIAN CULTURAL EXPRESSIONS REMAIN IN THE HANDS OF CANADIANS. REDUCING OR ELIMINATING FOREIGN INVESTMENT RESTRICTIONS WOULD NOT ELIMINATE REGULATIONS ON CANADIAN CONTENT.

THE TWO ARE NOT MUTUALLY EXCLUSIVE. WE CAN REDUCE FOREIGN INVESTMENT RESTRICTIONS IN THE TELECOM AND CABLE INDUSTRIES AND STILL PROTECT, NURTURE AND GROW CANADIAN CULTURAL INDUSTRIES THROUGH EXISTING OWNERSHIP REGULATIONS ON CANADIAN CONTENT BUSINESSES.

I STARTED BY SPEAKING ABOUT VALUES.

WE DON'T KNOW WHERE THE WORLD IS HEADED, BUT WE KNOW WHERE THIS COUNTRY IS GOING. IT'S MOVING FORWARD WITH CONFIDENCE.

WE HAVE A VIBRANT CULTURE AND A STRONG WORK ETHIC AND A SPIRIT OF INNOVATION. WE JUST WANT THE TOOLS TO FINISH THE JOB.

AND WE NEED THOSE TOOLS NOW, NOT IN FOUR OR FIVE YEARS AS SOME HAVE SUGGESTED. OUR COMPETITIVE POSITION HAS BEEN HURT BY SLOW REFORM IN AREAS LIKE FINANCIAL SERVICES. WE SHOULD NOT DO THAT AGAIN.

FINALLY, I WANT TO SAY JUST A FEW WORDS PERHAPS NOT SO MUCH IN REPLY TO THE COMMENTS MADE HERE BY MY FRIEND LEONARD ASPER, BUT MAYBE TO ADD TO THEM.

HE SPOKE VERY PASSIONATELY ABOUT THE NEED TO CONTINUE THE WORK OF GETTING OUR FISCAL AND FINANCIAL HOUSE IN ORDER, ESPECIALLY THE DEBT, AND I AGREE WITH HIM. THE DEBT CONTINUES TO BE AN ALBATROSS AROUND OUR NECK AS A COUNTRY, AND MUST BE ATTACKED CONSISTENTLY AND CONTINUOUSLY.

AT THE SAME TIME, I WOULD ADD ANOTHER THOUGHT WE SHOULD ALWAYS KEEP IN MIND.

I DO NOT BELIEVE FOR ONE MINUTE THAT THE MEN AND WOMEN WHO ARE THE TAXPAYERS IN THIS COUNTRY ENLISTED THEMSELVES TO HELP OUT, MADE THE SACRIFICES NEEDED TO RID OURSELVES OF CRIPPLING DEFICITS AND UNACCEPTABLY HIGH DEBT AS PART OF ANY PACKAGE DEAL WHICH WOULD ALSO SEE US TURN OUR BACKS ON OUR SOCIAL PROGRAMS, OUR COMMITMENT TO THE WAY OF LIFE I DISCUSSED EARLIER.

NO ONE HAS OR SHOULD BE GIVEN A LICENSE TO DISMANTLE THOSE OR TO FORGET ABOUT THEM.

IN FACT, I BELIEVE CANADIANS GOT ON BOARD, MADE THOSE SACRIFICES AND WILL CONTINUE TO MAKE THEM SO THAT THE LEADERSHIP OF THE COUNTRY COULD ONCE AGAIN HAVE THE RESOURCES AND THE FLEXIBILITY TO BUILD AND STRENGTHEN THOSE PROGRAMS AND THE VALUES THAT UNDERLIE THEM, ALL WITHIN THE BOUNDS OF DISCIPLINED FINANCIAL MANAGEMENT.

TO ME, WHAT IS NEEDED MORE THAN ANYTHING ELSE IS THE COURAGE ON THE PART OF OUR LEADERSHIP TO STAND UP AND ADMIT THE FACT THAT THE HEALTH CARE SYSTEM CANNOT BE SUSTAINED INDEFINITELY ON THE PRESENT BASIS, AND TO FIND A NEW WAY TO PRESERVE IT, TO PRESERVE THE PRINCIPLES BEHIND IT WHICH WE CHERISH, BUT TO ACKNOWLEDGE THAT SIMPLE ADHERENCE TO THE STATUS QUO WON'T WORK.

THE SAME APPLIES TO EDUCATION, WHERE WE ARE GETTING INADEQUATE RETURN ON THE INVESTMENT WE ARE MAKING, AND TO AREAS LIKE HOUSING, WHERE THE RACE HAS BEEN ON TO SEE WHICH GOVERNMENT CAN EXIT THE FASTEST.

I WOULD BE HAPPY IF EVERY SINGLE HOUSING SOLUTION IN THIS COUNTRY WAS PROVIDED BY AND THROUGH THE PRIVATE SECTOR, BUT THE NOTION THAT GOVERNMENTS CAN PRETEND THERE IS NOT A NEED FOR THEM TO SHOW REAL LEADERSHIP TO ADDRESS REAL HOUSING PROBLEMS AFFECTING REAL PEOPLE IS JUST NOT ACCEPTABLE.

FINALLY A WORD ABOUT THE AREA WHICH, IN MY VIEW, IS IN THE GREATEST NEED OF REFORM OF THEM ALL. CONFIDENCE LEVELS IN OUR POLITICAL INSTITUTIONS, AND BY EXTENSION, THE PEOPLE WHO MAKE THEM UP, ARE AT AN ALL TIME LOW.

I BELIEVE THAT STEMS FROM THE INCREASING IRRELEVANCE OF WHAT GOES ON IN THOSE INSTITUTIONS AND THAT IN TURN COMES FROM A LACK OF ACCOUNTABILITY AND IN OTTAWA, THE LACK OF A VIABLE ALTERNATIVE.

OUR LEADERS CAN START TO MAKE SOME PROGRESS ON THE ACCOUNTABILITY FRONT AND THEY CAN START TO DO IT NOW, IF THE WILL IS THERE. PEOPLE OF ALL POLITICAL STRIPES HAVE BEEN TALKING ABOUT POLITICAL REFORM FOR YEARS, AND WONDER OF WONDERS, IT IS PROBABLY THE ONE AREA IN WHICH VIRTUALLY NOTHING HAS BEEN ACCOMPLISHED.

I'D SAY A SYSTEM WHICH ALLOWS ANY PRIME MINISTER TO APPOINT WITHOUT RESERVATION OR REVIEW THE GOVERNOR GENERAL, THE LIEUTENANT GOVERNORS, THE MEMBERS OF THE SENATE, THE DEPUTY MINISTERS, SUPREME COURT JUSTICES, AMBASSADORS, THE HEAD OF THE ARMED FORCES, HEADS OF CROWN AGENCIES AND ON AND ON IS A SYSTEM IN NEED OF REFORM, NOT BECAUSE ANY PARTICULAR OCCUPANT OF THAT OFFICE HAS MADE BAD CHOICES, BUT BECAUSE SOME DEGREE OF ACCOUNTABILITY TO SOMEONE, SOMEWHERE, WILL LEAD TO EVEN BETTER APPOINTMENTS AND MAYBE STOP THE ODD BAD ONE.

I'D SAY A SYSTEM WHICH ALLOWS A CABINET, ANY CABINET, TO PASS THOUSANDS AND THOUSANDS OF ORDERS IN COUNCIL BASICALLY WITHOUT SCRUTINY, MANY OF THEM PROFOUNDLY AFFECTING THE WAY WE LIVE AND DO BUSINESS, IS SERIOUSLY IN NEED OF REFORM.

AND I WOULD SAY PEOPLE ON THE CONSERVATIVE SIDE OF THE SPECTRUM HAVE A SITUATION AT PRESENT THAT IS SERIOUSLY IN NEED OF REFORM. I DON'T TALK MUCH MYSELF ABOUT LEFT WINGERS OR RIGHT WINGERS OR UNITING THE RIGHT.

I DO TALK ABOUT THE PROFOUND NEED FOR A COHESIVE, RESPONSIBLE, NATIONAL, MORE CONSERVATIVE ALTERNATIVE TO THE PRESENT GOVERNMENT, NOT BECAUSE I HAVE A LONG LIST OF COMPLAINTS I WANT TO SET OUT, BUT SIMPLY BECAUSE OUR SYSTEM FUNCTIONS MUCH, MUCH BETTER WHEN THERE IS SOMEONE ACROSS THE HOUSE OR THE LEGISLATURE HOLDING THE GOVERNMENT OF THE DAY TO ACCOUNT AND STANDING AS AN ALTERNATIVE WHEN THE TIME COMES.

IN MY MIND, THE PEOPLE WHO SHOULD MOST WANT THAT ALTERNATIVE TO EMERGE ARE THE GOVERNING LIBERALS, AS IT WILL INCREASE THEIR LEGITIMACY AND FOCUS THEM ON DOING A BETTER JOB, MUCH AS COMPETITION HAS CAUSED US TO SMARTEN UP IN THE CABLE BUSINESS.

I AM SORRY TO HAVE TRAVELED ACROSS A VARIETY OF TOPICS IN THE TIME AVAILABLE TO ME. I THANK YOU ONCE AGAIN FOR THE INVITATION TO SPEAK TO YOU. I FEEL VERY PRIVILEGED TO HAVE BEEN GIVEN THIS OPPORTUNITY.