

special issue on unity  
numéro spécial sur l'unité

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NATIONAL AND GLOBAL  
**PERSPECTIVES**  
NATIONALES ET MONDIALES

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Canadian Business Leaders Speak  
Les chefs d'entreprise du Canada s'expriment

*autumn/automne*  
1995

BUSINESS COUNCIL ON NATIONAL ISSUES  
CONSEIL CANADIEN DES CHEFS D'ENTREPRISE

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As the current dialogue about Canada's future demonstrates, our country under threat evokes from people across the land a passionate response. Business leaders are no exception.

*Perspectives* Editor Alison Sinclair has compiled the following collection of quotations from chief executives who are members of the Business Council on National Issues. They celebrate what it means to be a citizen of this great country. Prompted in large measure by the debate surrounding the Quebec Referendum, the words collectively reflect a rich blend of wisdom shaped by experience and realism, and an unabashed love of community and country. Most significantly, they convey a deep sense of respect for the historic achievements of Canadians and an unshakeable optimism about our future.

We are pleased to share these views with you our readers in the hope and expectation that, together with Quebecers and millions of Canadians alike, you will re-affirm your faith and confidence in this most blessed of countries.

Comme nous pouvons le constater dans l'actuel débat sur l'unité canadienne, les menaces qui planent sur l'avenir de notre pays soulèvent des réactions passionnées d'un océan à l'autre. Les leaders du monde des affaires se sentent eux aussi concernés.

Les témoignages suivants compilés par Alison Sinclair, rédactrice de *Perspectives*, sont ceux d'hommes et de femmes d'affaires membres du Conseil canadien des chefs d'entreprise. S'inscrivant dans le contexte du référendum québécois, ces témoignages reflètent dans leur ensemble une sagesse née de l'expérience, du pragmatisme et d'un attachement indéfectible à notre pays. Leur message traduit aussi un respect profond pour nos réussites passées et un réel optimisme quant à notre avenir.

Il nous fait plaisir de partager avec vous ces témoignages en espérant sincèrement que tous ensemble, Québécois et Canadiens, nous réaffirmeront clairement notre foi et notre confiance en ce grand pays.

THOMAS D'AQUINO  
PRESIDENT AND CHIEF EXECUTIVE/PRÉSIDENT ET CHEF DE LA DIRECTION





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***"In unity there is strength."***

Although I am a third generation Albertan, my wife and I have had the great good fortune to live for long periods in Quebec and Ontario as well as Saskatchewan and Alberta and for most of the last twenty years, my jobs have required extensive travel to most parts of the world.

These experiences leave me with no doubt in my mind that Canada is a blessed country. Our quality of life ranks with the best in the world. Our economy is one of the world's great success stories. With all the work and reform of the last decade and the creation of the F.T.A., we have unparalleled prospects for the next decade. Our federation is one of the most decentralized and most responsive to its citizens of any in the world with a constitution that has consistently demonstrated its flexibility to evolve to meet changing needs.

Canada's worst critics are the stay-at-home, parochial naysayers whose glass is always half empty ... they fail to recognize a success story even though they are living in it. To dismember this remarkable success is unthinkable; the economic damage to all parts of Canada will visit hardship on all of us for a generation or longer and particularly on our least advantaged citizens. In unity there is strength. With separation we would be much more at the mercy of bullying foreign governments.

There is no case for separation. The aspirations of almost all Canadians including our francophones can only be met within our continuing strong and united Canada.

J. EDWARD NEWALL  
NOVA CORPORATION



***"Je parle ici en qualité de Montréalais, de Québécois et de Canadien, trois appellations qui sont pour moi autant de titres de fierté."***

Nos ancêtres nous ont légué un pays vigoureux qui jouit d'une excellente renommée; nous devons pouvoir compter sur cet héritage pour prospérer dans l'économie en réseau du XXI<sup>e</sup> siècle.

En tant que nation commerçante, nous devons également pouvoir compter sur notre appartenance au G7, à l'ALENA, à l'APEC, au Commonwealth et au groupe de pays qui ont toujours promu la paix et l'expansion économique. Or, seule l'unité canadienne confère aux Québécois les avantages d'une telle appartenance.

Je parle ici en qualité de Montréalais, de Québécois et de Canadien, trois appellations qui sont pour moi autant de titres de fierté. Je ne vois pas pourquoi je devrais choisir entre le Québec et le Canada, alors que les deux contribuent à mon épanouissement.

JEAN C. MONTY  
NORTHERN TELECOM LIMITÉE





***“The entity that has currency is  
Canada.”***

The unity issue that we face in Canada is primarily an economic and business issue. Separation is the single greatest threat facing Canadian industry. Unity is critical to the success and aspirations of our country. Internationally, people are not talking about individual provinces – whether British Columbia, Ontario or Quebec. The entity that has currency is Canada. But it is also an emotional issue. We live in one of the best – and perhaps the best – countries in the world. I cannot imagine Canada without a significant and distinctive Quebec flavour.

If we care to hold our country together, we must extend a considerate hand to Quebec and acknowledge its uniqueness and its importance to Canada. We must employ all the wisdom we have to resolve our differences. We must also recognize the vulnerability that can be felt by seven million francophones surrounded by almost 300 million English-speaking North Americans.

**MICHAEL E.J. PHELPS**  
**WESTCOAST ENERGY INC.**



***“Nous possédons les richesses; nous  
avons l’expertise et nous maîtrisons les  
outils pour assurer notre formation.”***

Le Québec sera réellement indépendant, lorsqu’il sera libéré du chômage, de la pauvreté et surtout de l’endettement!

Si les Québécoises et les Québécois veulent être indépendants, la meilleure façon de le devenir, c’est de s’affirmer économiquement, et ça, les entreprises québécoises le font déjà, et de nombreux exemples en témoignent.

Nous possédons les richesses; nous avons l’expertise et nous maîtrisons les outils pour assurer notre formation. Nous détenons aussi, avec nos partenaires canadiens, un réseau d’ambassades, de consulats et de bureaux commerciaux aguerris, qui ont permis au Québec de devenir une des économies les plus ouvertes au monde.

We have everything it takes to succeed. We have proved that, and we will continue to do so in a Quebec within Canada. We have shown to the world that we are the best in a number of areas. The Quebec model is the envy of many countries, and can be summed up in two simple words: determination and confidence. These words do not simply speak to our economic structure; they define who we are, and all that has allowed us, over the last 500 years, to develop and flourish in French on an English-speaking continent.

**PIERRE CÔTÉ**  
**CELANESE CANADA INC.**





***"Canadians rose with pride and determination to the challenges of every generation."***

I am fortunate to be involved in an industry – telecommunications – whose mission is to bring closer Canadians and people from all races, religious beliefs and walks of life from all over the world. I, like many Canadian business people involved in overseas dealings, have come to realize and appreciate our country's uniqueness and the envy that it makes the world over. Whether one looks at the overall standard of living; the freedom of speech and democratic rights; the grandeur of its landscape; the social, cultural and economic accomplishments; the safety of its territory; the harmony in which the Canadian mosaic lives; and the fabulous prospect with which its inhabitants can hold the future as a leading member of the information society, one is hard-pressed to find another country on this planet that is blessed with such an array of near ideal living conditions.

While it is true that we had the good fortune to start off with a rich land almost immune from sources of major natural disasters, our ancestors and ourselves, in building the Canadian dream, have had to overcome major obstacles be they related to distance, low population density, climatic conditions or a mighty economic competition from a very powerful neighbour to the south. Yet, Canadians rose with pride and determination to the challenges of every generation from that of building the great railway to that of laying out and managing the information highway by way of setting up one of the world's most advanced social and educational systems.

Few countries can claim a comparable set of accomplishments, no country can claim to

have done it by bringing together the complementarity and equal determination of two nations. Perhaps the biggest challenge of this generation is to ensure that none of this gets forgotten and that the people of Canada rise to the challenges of the 21st century as one. O Canada!

ANDRÉ LEBEL  
TELEGLOBE CANADA INC.



***"Nous voulons un pays qui progresse."***

La réponse au nationalisme au Québec et à ceux qui ailleurs au Canada chercheraient à balkaniser le pays est d'assurer que notre système fédéral évolue avec le temps. Cette capacité d'adaptation a été la grande force de notre pays par le passé. Elle sera notre salut pour l'avenir.

En tant que chefs d'entreprise, notre contribution à cette évolution pourrait être très importante. Nous voulons un pays qui ait confiance en lui. Nous voulons un pays qui fonctionne. Nous voulons un pays qui progresse. Ceci requerra un renouvellement de la confiance en nos institutions nationales. Mais plus que tout, cela nécessitera une réduction de la taille de l'État et une plus grande décentralisation des pouvoirs, tout en assurant qu'Ottawa dispose des compétences et des responsabilités nécessaires pour remplir sa tâche.

GUY SAINT-PIERRE  
GROUPE SNC-LAVALIN INC.





***"We are united by shared values and purposes, but have the confidence in ourselves to accept differences in background and customs."***

Canada is a special place. Not to those of us who live and work here, but to millions more around the world who see and admire what we have accomplished in such a relatively brief period.

Together, we have achieved much. We have succeeded in building an economy that provides an excellent standard of living for our people, and, with a growth rate at the top of the G7 countries, promises still more as we focus on productivity, innovation and international competitiveness. We also have succeeded in building a strong sense of community and social values, with programs which show we care for each other, and that we are prepared, out of our affluence, to take care of the less advantaged members of our society.

We are united by shared values and purposes, but have the confidence in ourselves to accept differences in background and customs. We are blessed with two founding races and a diversity of languages and culture that, properly appreciated, can add to our success and cohesion, rather than subtract from it.

In common with all other countries, our progress has not always been smooth. We have had failures and contradiction in our governance, and we have not entirely grasped the nettle of balancing our desires against our resources, or getting the most out of our human capital. At a time of worldwide transformation, we need to work with each other to find the constructive ways to master change, so that we can make our public processes closer to our electorate while still maintaining essential national purposes and cohesion, and provide new opportunities and challenges for all

Canadians. We must all recognize that we can do so much more together than we can apart. Based on our past history and mutual commitment, I am personally confident that we will succeed in managing change, and growth in our society, and that we will build on our past successes to secure the great promise of our nation.

**ROBERT D. BROWN**  
PRICE WATERHOUSE



***"... President Bill Clinton reminded us of the special magic we have in this country."***

Having spent most of my career in the space business, you'll understand how taken I always am by the images of our planet from the vantage of the space shuttle. I'm always struck by how peaceful our world appears to be from "way up there". It isn't of course, but it galvanizes all of us to work together to do what we can to keep our small patch on this earth united and in harmony – even if for just a moment.

I was in Ottawa this winter when U.S. President Bill Clinton reminded us of the special magic we have in this country. As he said: "In a world darkened by ethnic conflicts that literally tear nations apart, Canada has stood for all of us as a model of how people of different cultures can live and work together in peace, prosperity and respect."

And so, I would add: Let's all of us do what we can to perpetuate that reality and ensure that we can indeed continue living and working together in peace, prosperity and respect.

**JOHN D. MACNAUGHTON**  
SPAR AEROSPACE LIMITED





***"Moi, je suis Québécois.  
J'ai un pays qui est le Canada  
et j'en suis fier."***

De toute évidence, les séparatistes trompent les citoyens quand ils prétendent que le Canada a été un frein au développement économique du Québec.

Ils trompent la population lorsqu'ils prétendent que nous ne tirons pas notre juste part des programmes fédéraux. Ils oublient qu'à une certaine époque, le gouvernement fédéral s'est aliéné une grande partie des électeurs de l'Ouest canadien en confiant à Canadair, plutôt qu'à une entreprise de Winnipeg, le contrat d'entretien des prestigieux CF-18. Et, récemment, le scénario s'est répété à propos de la décision d'installer à Saint-Hubert l'Agence aérospatiale canadienne.

... quand j'entends les séparatistes prétendre que la participation du Québec à la fédération canadienne nuit à notre développement économique et social, je me dis qu'il faut être aveugle ou inconscient pour parler de la sorte. L'histoire de notre entreprise et de plusieurs autres entreprises québécoises fournit un éloquent démenti à leurs thèses.

Moi, je suis Québécois. J'ai un pays qui est le Canada et j'en suis fier. Pour moi, le Canada n'est pas trop grand. Les Canadiens français ont largement contribué à sa réputation qui est celle d'une des plus belles et des plus prospères démocraties modernes.

LAURENT BEAUDOIN  
BOMBARDIER INC.



***"To thrive or even survive in the 21st century, we must have only one shared vision – a country that can compete, strengthened by the alliance of all provinces and territories."***

Geographical location in the centre of Canada provides those of us resident in Winnipeg the advantage and the opportunity to look out to both the east and west with a clear unobstructed view of this great country of ours. We are not, as some might believe, in the middle of nowhere. We are in the middle of a country that is the envy of every other country that I have had the opportunity to visit during my travels.

The many and diverse strengths of our country have allowed our company to survive and prosper over its 138 year history. As we prepare ourselves to thrive in the 21st century, I am reminded that in the global economy in which we compete, developing a true alliance across our own national and cultural barriers requires good people with perseverance, ingenuity and goodwill. More than that, it requires a shared vision and a shared desire to overcome any and all obstacles to achieve our objectives.

As a country, we face the same challenges. To thrive or even survive in the 21st century, we must have only one shared vision – a country that can compete, strengthened by the alliance of all provinces and territories. A country with an understanding of our cultural differences – a united, and strong Canada.

HARTLEY T. RICHARDSON  
JAMES RICHARDSON & SONS, LIMITED







***"... I celebrated when our Canadian national efforts gave us in turn Montreal Expo and the Montreal Olympics, placing our nation on the world stage for all to see and admire."***

I have the privilege of being born a Quebecer and a Canadian, growing up with a mother born in Quebec and a father raised in British Columbia who became a committed Quebecer. And when my father's career took him and his family out of Quebec, I nonetheless continued to feel the same way about my native province.

And so I celebrated when our Canadian national efforts gave us in turn Montreal Expo and the Montreal Olympics, placing our nation on the world stage for all to see and admire. And I was comforted knowing that Quebec and Quebecers played a critical role in the governance of Canada. And I was proud when my career and various business interests required me to go to Quebec frequently to deal with Quebec-based institutions and business colleagues.

For all these reasons, I remain confident that a Quebec within Canada continues as the most positive and certain alternative while Canada and Canadians continue as a country without equal, evolving to meet the legitimate needs of all Canadians!

J. TREVOR EYTON  
BRASCAN INC.



***"If we suffer this nation to be broken, we will have squandered the greatest heritage in the modern world."***

A strong and united Canada is our best guarantee of prosperity in the new global economy. All Canadians benefit from Canada's reputation in the world. We all benefit from the goodwill Canada enjoys around the world. We all benefit from the strength of the Canadian trademark.

Sir John A. Macdonald once said: "We are a great country, and shall become one of the greatest in the universe if we preserve it. We shall shrink into insignificance and adversity if we suffer it to be broken."

If we suffer this nation to be broken, we will have squandered the greatest heritage in the modern world. We will have enough to cope with as it is in the fiercely competitive global economy of the 21st century. And we shall best succeed in that world as a united country, united in purpose, and in spirit and action.

L.R. WILSON  
BCE INC.





***"...Canada is ... much greater than the sum of its parts."***

While I am reluctant to use an old cliché to describe our wonderful country, I truly believe that Canada is, in fact, much greater than the sum of its parts. Canada, as a whole, is a country that represents, in my view, the best of what is possible in today's world. Economically, we are blessed with abundant natural resources and we have, fundamentally, overcome many of the problems that come with the very breadth of our country. Socially, we have, arguably, the most compassionate set of programs in the world; and culturally, our diversity is an asset most Canadians cherish.

This view of Canada certainly seems to be the vision that people outside the country hold. In study after study, Canada is constantly rated among the most desirable places to live in the world.

But the old adage ... also has a converse and that is, quite simply – without one of its parts, Canada and each of its parts would be much weaker. We simply would not be able to function "as before" after a separation. The basis for our existence would change dramatically. Any part of the country that believes it can leave and maintain all the key economic and social ties is, to be blunt, naïve. Things would be much different after a separation.

But, having said that, I remain confident that the Quebec people will, once again, confirm their desire to remain "Canadian". And they will do so because the vast majority of us realize that we are among the most fortunate people in the world to live in such a wonderful country.

DAVID L. MORTON  
THE QUAKER OATS COMPANY OF CANADA LIMITED



***"... one of Canada's greatest competitive advantages is its cultural diversity ..."***

In today's world of global markets, corporations must create products that meet the needs of the multitude of cultures of the world. Hewlett-Packard believes that it's a competitive advantage to employ a diverse workforce. We believe that one of Canada's greatest competitive advantages is its cultural diversity that spans the entire country. You would be hard pressed to find another country where people of so many different cultures work so well together and are able to build a consensus that enables the country to compete on a global scale.

DAN BRANDA  
HEWLETT-PACKARD (CANADA) LTD.



***"We all have emotion and a great love for this country ..."***

There is no finer country in the world today than Canada which includes all the provinces, our native people and all the people of this exceptional land. Should any one part ever separate, all Canadians and especially those that become separated will be minimized and subject to many difficulties that we could never have imagined.

We all have emotion and a great love for this country and our special areas where our homes are. We all have our own self interests and regional interests. However, "united we stand and divided we fall", as the saying goes, is as true today as ever before.

RONALD N. MANNIX  
LORAM CORPORATION





***“Our different linguistic, cultural, and regional experiences are not a reason to fracture a country – they constitute one of our greatest strengths.”***

Yet again, the people of Quebec face a decision on whether to go it alone as a separate state or to remain in Canada and help to enhance a federation – a federation that has a quality of life which is the envy of the world.

A recent study by The Canadian Chamber of Commerce and la Chambre de commerce du Québec revealed how interwoven our economic tapestry is. As of 1989, Quebec sold as much to Ontario as it did to the United States. It sold more to Saskatchewan than Japan. It sold more to Alberta and British Columbia than all of Asia. Meanwhile, the rest of Canada sold more goods and services to Quebec than they did to Japan and the European Union combined.

This study showed that economic prosperity and national unity are inseparable. But the issue goes far beyond the bottom line of mutual economic self-interest. We must dwell on the achievements we have forged together rather than focusing on what divides us.

Together Canadians have tamed a beautiful, sometimes cruel, environment to build a country. Canadians are famous for making peace, not war. Canadians have beaten down diseases such as polio; the Canadarm has helped conquer outer space; and our telecommunications genius is opening up the world.

Canadians don't boast – we just get the job done. And our real heroes and heroines are mostly unknown. The millions of quiet, generous and caring people whose volunteer work makes Canada a special place to live. Everyone from the bantam hockey coach to the girl guide leader to those who work on hospital boards and charities. Canadians working silently for Canada.

Canada is the sum of our shared experiences. Our different linguistic, cultural, and regional experiences are not a reason to fracture a country – they constitute one of our greatest strengths.

Canadians have often faced adversity and have always joined hands to stand together. I'm sure Canadians will once again unite and proudly move forward into the next century.

BERNARD R. WILSON  
THE CANADIAN CHAMBER OF COMMERCE



***“tis true that we are in great danger.  
The greater therefore should our  
courage be ...”***

Si nous sommes contre le projet séparatiste, nous avons le devoir et nous devons avoir le courage de le dire et d'assumer les conséquences de nos prises de position. ... I was reading Shakespeare in Henry V where he said: “tis true that we are in great danger. The greater therefore should our courage be ...”.

La prospérité, le destin du Québec sont intimement liés à ceux du Canada. Nous avons la chance d'appartenir à un pays qui joue un rôle de premier plan aux côtés des grands de ce monde.

Ceux d'entre nous qui voyageons, ou qui faisons affaires à l'étranger, comprenons le caractère précieux de notre citoyenneté canadienne. Nous comprenons aussi le prix qu'il faut attacher aux libertés, à la paix, à la tolérance que nous garantit le Canada. Pourquoi, je vous le demande, les Québécois devraient-ils courir le risque de perdre cela?

PAUL G. DESMARAIS  
POWER CORPORATION OF CANADA





***"And each of us has a part in preserving Canada."***

Canadian unity has been integral to our national success. For Canada the loss of Quebec would be a terrible self-inflicted wound. It would be the dismantling of a powerful national entity and the break-up of a family whose roots go back more than two hundred years. We have a shared history. We have built a great country together, indeed one of the universal success stories. In a world beset by tensions and rivalries, Canada's achievement stands out as a beacon of moderation and accommodation. We owe it to ourselves, we owe it to succeeding generations – not to mention the world community – to ensure that our federation endures. And each of us has a part in preserving Canada.

I believe the people of Quebec will opt for Canada. I believe that Canadians everywhere will reach out to Quebec and keep our country united, for practical reasons and also from a deep national pride. All Canadians can influence the outcome by our attitudes, our traditional civility and moderation, our sense of great things done together and greater things yet to do. I have supreme confidence in the wisdom of the people of Quebec. I have supreme confidence in the wisdom of all Canadians.

**MATTHEW W. BARRETT  
BANK OF MONTREAL**



***"Je ne suis pas prêt à sacrifier tout cela et je ne vois pas pourquoi je le ferais."***

Le fédéralisme canadien est plus qu'une affaire de gros sous et de transfert d'argent entre les diverses provinces et le Canada. Le fédéralisme canadien nous permet l'opportunité de participer à une économie nous offrant l'un des meilleurs niveaux de vie au monde. On peut aussi se payer des programmes sociaux qui font l'envie des citoyens des autres pays du monde et de jouir de libertés civiles incomparables.

Je ne suis pas prêt à sacrifier tout cela et je ne vois pas pourquoi je le ferais.

**CLAUDE A. GARCIA  
LA COMPAGNIE D'ASSURANCE STANDARD LIFE**



***"There is no question that we would all be worse off if Quebec were to leave ..."***

Canada is a great country. The rest of the world sees us as the most desirable place in which to live. Why would we try and change this?

There is no question that we would all be worse off if Quebec were to leave and declare its independence. ...

I'm confident that federal-provincial relationships gradually will be amended to make government more efficient and cost-effective. Quebec pulling the plug is not a solution. I sincerely hope we can count on them remaining in this great country.

**PETER J.G. BENTLEY  
CANFOR CORPORATION**





***"In the past 15 years, Canada has grown and evolved ..."***

While it is up to Quebecers to decide their own future, the extent to which the Canadian federation is changing and adapting is a debate all Canadians should be having. Indeed, other Canadian political leaders have indicated that the nature of many of our relationships has to change ....

Which begs the question, what exactly have our leaders at the federal level done to change the way they service the citizens of Canada? More particularly, as Quebecers prepare to examine the issues during the pre-referendum period, perhaps it is worthwhile to examine the state of the nation.

In the event of a "Yes" vote, the agreement binds the Parizeau government to open up negotiations with the rest of Canada on a new political and economic association. The "Yes" side likes to depict itself as "the camp of change" and the federalist as defenders of the "status quo". Yet, Canada is not locked in a nostalgic time warp.

Canada, as a country, has changed considerably since the last Quebec referendum in 1980. In the past 15 years, Canada has grown and evolved – politically and economically – and while it is still far from perfect, outside authorities such as the United Nations ... still rate it as the number one country in the world in which to live.

Indeed, the fact that Canada has changed in major and fundamental ways is sadly missing from the present debate in Quebec.

PHILIP M. O'BRIEN  
DEVENCORE LTD.



***"Canada is on the verge of an extended era of prosperity ..."***

Canada is on the verge of an extended era of prosperity fuelled by a renewed sense of entrepreneurship in the land, improved productivity and a willingness by governments at all levels to tackle the difficult fiscal problems that have plagued us in the past. This prosperity, which can be shared by all regions of the country, is more readily obtainable with a united Canada. The distraction of extended constitutional debate can do nothing but harm the path to progress that lies ahead. All Canadians from coast to coast have built a country admired around the world. We can build on this base with even more dramatic results. The choice is ours.

WILLIAM W. STINSON  
CANADIAN PACIFIC LIMITED



***"Quebecers must be able to see, in a united Canada, a better future ..."***

We cannot offer the people of Quebec a vision of Canada which is grounded in the past. Quebecers must be able to see, in a united Canada, a better future – both socially and economically – than can be achieved through divorce.

I cannot presume to know how Quebecers will ultimately feel about their destiny. However, I can say most fervently, that my own future and my children's future will be sadly diminished without them.

KERRY L. HAWKINS  
CARGILL LIMITED





***"Intelligent, spirited and loyal."***

We are.

Resourceful, industrious, successful, wealthy, envied, friendly, welcoming, compassionate, tolerant, respectful, forgiving, prudent and honest.

Commonsensical, talented, imaginative, farseeing, unassuming, strong and respected.

Intelligent, spirited and loyal.

Canada.

We are.

NORMAN M. SEAGRAM  
CANADIAN LIQUID AIR LTD.



***"Une vraie confédération pourrait être la solution."***

La séparation représente un risque inutile. En affaires, on prend des risques nécessaires, et des risques calculés. Pourquoi prendre le risque de la séparation, si l'on peut obtenir ce que l'on veut autrement?

Avec une vraie confédération, qui donnerait à toutes les provinces les mêmes possibilités qu'au Québec, on pourrait résoudre le problème. C'est évident que toutes les provinces canadiennes recherchent leurs propres intérêts, qui sont différents d'une province à l'autre. C'est normal que ce soit comme ça.

C'est sûr qu'il va falloir trancher le débat un jour. Mais quelle solution conviendrait le mieux à tout le monde, tout en affectant le moins possible l'économie? Une vraie confédération pourrait être la solution.

JEANNINE G. WOOD  
GUILLEVIN INTERNATIONAL INC.



***"Quebecers are too smart to needlessly stall their growth by casting themselves into a no-man's land with only hope as a lifeline ..."***

Despite the references by separatists to "status quo federalism", Canada is and has been changing all along, without the need for constitutional amendments. Power is devolving to the provinces in many important areas. Quebec has wanted this, and the others have wanted it, too.

It would be a great mistake for Quebecers to vote "yes" on the assumption that the province can become a separate country first, then negotiate arrangements with Canada. It takes two parties to sign a treaty, and as we have seen from the European Union, delicate negotiations can take decades. Quebecers are too smart to needlessly stall their growth by casting themselves into a no-man's land with only hope as a lifeline.

Quebec needs to get on with the pressing problems at hand: namely, the enormous provincial deficit, the budgetary overspending, and the high unemployment rate that is particularly invidious for Quebec youth. These are the issues that deserve the full attention and creativity of our provincial politicians, not separation scenarios.

Public opinion polls for several decades have demonstrated that the majority of Quebecers would like Quebec to remain part of Canada. The same polls clearly indicate that the majority of Quebecers want change. Not only do these views reflect the will of the people, but they also reflect the only practical way for Quebec to move forward: that is, to work for change from within the Canadian federation.

PURDY CRAWFORD  
IMASCO LIMITED





***"Vive le Canada uni!"***

In Canada we are approaching a day of decision-making.

Fortunately, the people of Quebec will have the opportunity to speak their mind. As a Canadian of many backgrounds, I would counsel them to continue to be one of the leading and most influential groups in a country with a proven record of contribution and influence, in a nation just recently adjudged by the United Nations to be the most desirable country of the whole world in which to live.

Vive le Canada uni!

THOMAS J. BATA  
BATA LIMITED



***"... je suis très sensible à la volonté de plusieurs de vouloir protéger notre langue et notre culture."***

Étant Québécois d'origine et ayant passé une partie importante de ma carrière au Québec, je suis très sensible à la volonté de plusieurs de vouloir protéger notre langue et notre culture.

Mais les risques qu'entraînerait une séparation m'apparaissent très importants. Les gains dûs à la récupération de certains leviers de décision ne pourront, à mon avis, compenser la perte d'avantages très réels du système canadien actuel. Les problèmes pressants de chômage, de pauvreté et de dette seront mis en veilleuse alors que tous les efforts de nos dirigeants devraient être orientés vers la résolution de ces problèmes.

JEAN-RENÉ HALDE  
LIVINGSTON GROUP INC.



***"Regardless of language, common characteristics of all the people I've been associated with are courtesy, consideration and decency."***

Canada is a truly marvellous country, blessed not only with an abundance of natural riches but with a generous and tolerant population. Since its founding, it has provided an environment of tranquillity and opportunity for its fortunate citizens. I know! My family emigrated to Canada when I was a young boy; as an adult I have lived and worked in many different countries. I've always chosen to return here, to my home where one's prospects are limited only by ability and desire.

I have a lot of personal experience with the openness of Canadians. I have been privileged to work for extended periods of time in both French and English speaking institutions. Regardless of language, common characteristics of all the people I've been associated with are courtesy, consideration and decency. It saddens me that we take our country for granted and that too few of us appreciate how unique and special Canada is. I pray that a result of the upcoming referendum will be a stronger Canada; a Canada that will continue to be a place offering welcome and opportunity to all for years to come.

DOMINIC D'ALESSANDRO  
MANULIFE FINANCIAL



## **BUSINESS COUNCIL ON NATIONAL ISSUES**

The Business Council on National Issues (BCNI) is the senior voice of Canadian business on public policy issues in Canada and internationally. A non-partisan and not-for-profit organization, the Council membership is composed of the chief executive officers of 150 leading Canadian corporations. These companies represent every major sector of the Canadian economy and are responsible for a significant majority of Canada's private sector investment, exports, training, and research and development. With about 1.3 million employees, member companies administer in excess of \$1.3 trillion in assets, and have an annual turnover of approximately \$400 billion.

The Business Council engages in an active program of research, consultation and advocacy and its focus nationally is to help build a strong economy, progressive social policies, and healthy political institutions. The Council's global mandate is to ensure that Canadian chief executives play an influential role in the international economic, trade, and foreign affairs domains.

## **CONSEIL CANADIEN DES CHEFS D'ENTREPRISE**

Le Conseil canadien des chefs d'entreprise est le principal porte-parole des grandes entreprises canadiennes en matière de politique publique, au Canada et à l'étranger. Organisation non partisane, sans but lucratif, le Conseil regroupe les dirigeants de 150 entreprises canadiennes de premier plan. Ces dernières représentent chacun des grands secteurs de l'économie et sont responsables de la plus grande part des investissements, des exportations, de la formation professionnelle et de la recherche-développement du secteur privé canadien. Ces entreprises emploient environ 1,3 million de personnes, administrent des actifs de plus de 1200 milliards de dollars et ont un chiffre d'affaires annuel de près de 400 milliards de dollars.

Le Conseil poursuit un programme de recherche, de consultation et de représentation dont l'objectif sur le plan national est de contribuer à bâtir une économie forte, à élaborer des politiques sociales progressistes et à développer des institutions politiques efficaces. Le mandat du Conseil sur le plan international est de s'assurer que les dirigeants des grandes entreprises canadiennes jouent un rôle influent dans les domaines de l'économie et du commerce internationaux ainsi que des affaires étrangères.