

Perspectives is a quarterly publication of the Business Council on National Issues (BCNI) featuring quotes from the most recent speeches of individual Council members.

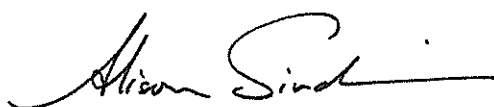
Encompassing excerpts from speeches made between late April and late August 1996, the themes in this edition include new fiscal and educational strategies in today's leaner economy, international trade, Canadian unity, corporate philanthropy, the environment, competitiveness and reform of the Canada Pension Plan and of workers' compensation.

We are pleased to share these thoughts with you.

Perspectives est une publication trimestrielle du Conseil canadien des chefs d'entreprise (CCCE) qui rassemble des extraits des plus récents discours donnés par ses membres.

Les extraits présentés dans ce numéro sont tirés de discours donnés au cours des mois d'avril à août 1996 et traitent des thèmes suivants : les nouvelles stratégies sur la fiscalité et l'éducation dans une économie en évolution, le commerce international, l'unité canadienne, la philanthropie des entreprises, l'environnement, la compétitivité et la réforme du régime de pensions du Canada et des programmes d'indemnisation des travailleurs.

Il nous fait plaisir de partager ces idées et ces réflexions avec vous.



ALISON SINCLAIR
EDITOR/RÉDACTRICE



Members Quoted Membres cités

Jacques Bougie
Alcan Aluminium Limited
page 4

James R. Bullock
Laidlaw Inc.
page 5

John E. Cleghorn
Royal Bank of Canada
page 4

Dominic D'Alessandro
Manulife Financial
page 13

Thomas P. d'Aquino
Business Council on National Issues
page 8

Paul G. Desmarais
Power Corporation du Canada
page 6

A. L. Flood
CIBC
page 3

Paul E. Gagné
Avenor inc.
page 7

Claude A. Garcia
The Standard Life Assurance Company
page 12

Paul G. Howes
Merck Frosst Canada Inc.
page 10

Diane E. McGarry
Xerox Canada Ltd.
page 9

Jean C. Monty
Northern Telecom Limited
page 6

Eric P. Newell
Syncrude Canada Ltd.
page 7

George S. Petty
Repap Enterprises Inc.
page 10

Roger Phillips
IPSCO Inc.
page 5

Sheldon Rankin
Marsh & McLennan, Limited
page 12

Guy Saint-Pierre
Groupe SNC-LAVALIN inc.
page 3

James M. Stanford
Petro-Canada
page 11

Paul M. Tellier
Canadian National
page 7

Frederick H. Telmer
Stelco Inc.
page 11

George H. Weyerhaeuser, Jr.
Weyerhaeuser Canada Ltd.
page 13

L. R. Wilson
BCE Inc.
page 10

Winning Strategies in the New Economy

June 12, 1996

What we need is a total refocussing on what is required for Canadian firms to compete in the new economy. Let me suggest three avenues we will want to explore:

First, we should quickly identify and implement new ways to increase productivity through innovativeness and faster diffusion of technology.

Second, we must invest in the upgrading of our educational infrastructures. To me that means, specifically, that we have to: re-value the scientific and technical training sectors of our public school system; bring educational programs more in line with the new needs of industry; promote more co-operation between schools and industry in new or revamped apprenticeship programs; and, provide more incentives to the unemployed to engage in retraining programs.

Third, government must create a climate and conditions that are attractive to prospective investors. To me, that means that our governments must: remove political uncertainty; put an end to sterile inter-provincial and federal-provincial conflicts, particularly in manpower training, education and inter-provincial trade; help re-establish Montreal as an international city; and bring fiscal charges more in line with those of neighbouring states and provinces.

Countries that take measures endangering the competitiveness of their national corporations in world markets are putting themselves at risk. If Alcan, and other Canadian multinational corporations compete successfully in world markets, Quebec and Canada also come out winners.

JACQUES BOUGIE
ALCAN ALUMINIUM LIMITED



Size Is Important in the Global Marketplace

May 14, 1996

Consolidation among banks is not just about getting bigger. It is also about becoming stronger and better able to meet the demands of the marketplace. Size is important. It may be part of the strategy for achieving regional diversification, for competing in a large, integrated market, or simply for survival. But size matters.

A large bank is far more likely to be asked to be a syndicate partner, for example. It is far more capable of making essential investments in technology. It is in a far better position for sustaining a global network for growth and competitiveness.

As the pace of global consolidation intensifies, Canada's banks will likely continue to lose ground relative to their international competitors. In the 1970s, Canada's two largest banks were among the top 20 in the world, measured in asset size. Today, no Canadian bank makes it into the top 50.

Since the size of a bank has a major bearing on its ability to do business, we can foresee a gradual erosion of the ability of Canadian banks to compete internationally as larger, more powerful foreign banks and other foreign financial institutions ... gain market share in Canada.

This would definitely diminish the importance of Canada in international finance, because it is Canadian banks that provide the liquidity and depth to Canadian instruments around the world. It could also have negative consequences for the ability of Canadian firms with a global presence to access appropriate financing and banking services.

JOHN E. CLEGHORN
ROYAL BANK OF CANADA



Living Within Our Means

June 14, 1996

A country, province or a municipality can no more continuously live beyond its means than can a family or an individual.

What I find encouraging about the past couple of years is the speed with which governments have acted, and the support they have received from the voting public. I don't need to spend a lot of time telling you what the effects of these attitude shifts and actions have been on the education system, or on other heretofore government-funded activities.

One of the most telling examples of just how serious governments have become about balancing their books is their assets sales to the public, privatizing the crown corporations – or the freeing of enterprise, if you will. Among them, Air Canada, Petro-Canada, CN Rail, Alberta Government Telephones – all once icons of the mixed economy upon which Canada was built – have suddenly been recognized as non-core to the new role of governments. [...]

The consumer – over time – will be the beneficiary of the levelled playing field as these entities have to compete for capital, good employees and market share along with the rest of us in the private sector.

JAMES R. BULLOCK
LAIDLAW INC.



Talking About Crown Corporations

June 24, 1996

The sale of crown corporations, with the proceeds being used to pay down debt, would substantially lower the interest carrying costs of the [Saskatchewan] provincial treasury. The story that the crowns can and should be cash cows is a myth. No capital and/or technology-intensive business today can prosper long-term without substantial capital investments, a situation which would leave the crowns, at best, as feeble contributors, if not a cash drain. [...]

The U.S. Federal Energy Regulatory Commission has ruled very recently that all utilities must accept other electricity for transmission and distribution on their systems, making it possible for the first time for American consumers to source electricity on a competitive basis continent-wide. This will produce an expected 13 per cent fall in electricity costs across all users.

In Saskatchewan we can, of course, ignore these developments, but to our peril. The whole rationale for government-owned electricity was that it constituted a so-called "natural" monopoly. To prevent private abuse of such a monopoly position, the industry was placed in public hands. With modern transmission technology, electricity is no longer a "natural" monopoly. We can continue to treat it so by the force of law, or take a feather from the cap of the United States.

ROGER PHILLIPS
IPSCO INC.



La séparation n'est pas inévitable

Le 10 mai 1996

Cette citoyenneté canadienne définit notre identité même. Elle est le lien qui nous unis au sein d'une société libre et démocratique. Elle est la source de notre confiance en l'avenir. Pour les francophones, elle est la garantie la plus sûre qu'ils peuvent préserver et promouvoir le français et voir s'épanouir leur culture tout en bénéficiant des nombreux avantages que confère à tous les Canadiens leur appartenance à la vaste société d'Amérique du Nord. Elle fait l'envie du monde entier. Nous qui travaillons un peu partout sommes bien placés pour en témoigner.

Si le référendum a donné la majorité aux forces du Non, le vote très serré a amené beaucoup de Québécois et d'autres Canadiens à perdre confiance en l'avenir de leur pays. Néanmoins nous ne devons jamais perdre notre foi fondamentale dans le Canada. La séparation n'est pas inévitable.

Au cours des derniers mois, le gouvernement [actuel] du Québec a décidé de recibler son attention sur les finances publiques et l'économie. Bien qu'il ait, en diverses circonstances, fait des déclarations diverses, il semble avoir indiqué que la question de la séparation sera à nouveau soumise à la population uniquement lorsque le gouvernement aura reçu un nouveau mandat; ceci n'est pas censé se produire avant que le mandat actuel n'arrive à son terme normal.

J'estime cependant que ce qui est requis, si l'on veut faire face à la situation, ce n'est pas seulement une trêve précaire de durée incertaine et aux objectifs imprécis. Les politiques génératrices de discorde des partisans de la séparation, parce qu'elles laissent peser la menace d'un autre référendum, prolongent l'incertitude et l'inquiétude qui nous entravent depuis si longtemps. Ne vous y trompez pas, les affaires

fuient l'incertitude, et les occasions manquées le sont pour toujours.

Quoique certains puissent en penser, je suis convaincu que la grande majorité des Québécois et de leurs compatriotes canadiens souhaitent sincèrement que nos gouvernements collaborent pour trouver le moyen de vivre ensemble dans un pays uni.

Je crois que cette solution canadienne nous permettra de redécouvrir la puissance que génèrent l'unité et la confiance dont nous avons tant besoin.

PAUL G. DESMARAIS
POWER CORPORATION DU CANADA



Creating A New-Century Economy: Canada in the Vanguard of Change

April 25, 1996

Canadians have to adjust constantly our federation and manage our affairs with respect for diversity. We have to continue the process by which Canada's regions can develop their individuality within a strong economic union, and are supported by a united national presence in our international relationships.

As we begin the second half of the 1990s, Canada is weaving itself into the networked economy and the global political structure of the 21st century. We must unite around that great cause by creating a "new-century economy" attuned to the new realities and challenges of a different future.

The creation of a "new-century economy" must be our focus – the driving force – for reinventing Canada, for securing our future and ensuring that Canada is in the vanguard of change, not its victim.

JEAN C. MONTY
NORTHERN TELECOM LIMITED



Advice to a New Generation of Teachers Upon Convocation

June 4, 1996

The difference between *instruction* that is learned today and forgotten tomorrow, and *education* that establishes values that last a lifetime, is often the degree to which what is learned can be applied to the community around us. Draw from the community to help establish the context for your students. Send your students into the community, so it can benefit from their energy, enthusiasm and idealism.

PAUL M. TELLIER
CANADIAN NATIONAL



Les institutions d'enseignement : un rôle qui va plus loin que la simple formation

Le 9 mai 1996

Il arrive qu'on vive certaines expériences marquantes au cours de notre existence, mais qu'on ne s'en rende compte que longtemps après. Je pense que c'est le cas des années que nous passons à l'université. En y arrivant, nous avons déjà étudié depuis une quinzaine d'années. Puis, on se prépare tout simplement à étudier encore pendant quelques années.

Ce n'est habituellement que beaucoup plus tard que cette dernière expérience refait surface et que l'on découvre jusqu'à quel point elle nous a marqué. Il suffit de voir deux personnes se parler et découvrir qu'elles sont allées à la même université, pendant les mêmes années, pour prendre conscience du lien qu'on a tissé avec cette institution, et du rapprochement, aussi, qu'elle peut susciter entre les individus.

PAUL E. GAGNÉ
AVENOR INC.



Equipping the Workforce of Tomorrow

August 21, 1996

We are in a high-tech, knowledge-based industry. We spend upwards of \$100 million a year on applied science and technology. Moreover, we use some of the most advanced manufacturing and information technologies there are. The result: our operating costs have plummeted, we are now a major player in Canada's energy mix, and our future prospects are very bright indeed. But we will continue to rely on technology. We are going to need thousands more skilled workers who can do the job, who can turn our prospects into reality and who can help this industry – and this country – grow. [...]

We look to educators to supply the kind and quality of people we need to operate successfully. If our business is only as good as its people, then they've got to be the best available. Therefore, it follows that we're also only as good as the quality of the education they receive – before and throughout their working careers. [...]

I talk to a lot of business leaders and they tend to agree that today's students are more academically impressive than those of ... well, let's just say those of my generation. No one is really criticizing the overall quality of today's higher education in terms of course work. It's just a case of keeping up with change and instilling employability skills beyond the field of studies itself, easing the transition from school to work. [...]

Students want to work. They want a practical education. Educators want to provide them with one. And employers want to hire qualified people. It's a process, a cycle, that we are all part of. So it makes sense – in fact it's imperative – that we work on it together.

ERIC P. NEWELL
SYNCRUDE CANADA LTD.



Appeal to First Ministers for Action on Pension Reform

July 30, 1996

Recent discussions among federal and provincial ministers, in conjunction with the mandatory review required by law every five years, have focused on the need for reform to the CPP. The Business Council agrees that [the First Ministers] should move quickly to re-establish public confidence in, and the financial viability of, the Plan. We urge your government[s] to ensure that agreement on an appropriate set of reforms to the Plan is reached when Ministers of Finance next meet early this fall.

In February 1996, as part of a review of the Plan, federal, provincial and territorial governments released *An Information Paper for Consultations on the Canada Pension Plan*. This important joint document acknowledged the challenges facing the Plan in the coming years and outlined reform options.

The key challenge is apparent – on its current path, the CPP is not sustainable, fair or affordable. Costs are greater than expected and will increase dramatically in the future. This is due to several factors: Canadians are living longer; the baby-boom generation is set to retire beginning in 2011; economic conditions have changed (productivity, wage and salary growth is lower and real interest rates are higher); past benefit enrichments such as full indexation of benefits have added to costs; and there has been unprecedented growth in disability benefits.

It was extensively reported during public consultations this past Spring that Canadians are no longer sure that the Plan will be available for future generations. They want proof that it will be capable of meeting its obligations. Failure to come to agreement

quickly would further erode the credibility of government stewardship of the CPP, not to mention the financial condition of the Plan itself.

To the Business Council, the path is clear precisely because the consequences of failure loom large for all Canadians. The following balanced approach to reform would have our support:

- a gradual increase in the normal age of retirement to 66 or 67 years of age;
- tighter eligibility requirements for disability benefits and much better administration so that unintended use, and costs, are dramatically curtailed;
- a rapid increase in contribution rates to 'steady-state' levels to ensure that current and future Canadians pay a fair share towards their retirement income;
- a steady-state rate below 10 percent;
- greater transparency, information dissemination and monitoring of economic, demographic and other conditions to build confidence in the Plan;
- more frequent formal reviews.

We are concerned, of course, that a rapid increase in CPP contribution rates will have a negative effect on private sector employment creation. Consequently, we feel it imperative that the new contribution rate be less than ten percent and that other compensatory payroll tax reductions accompany the CPP rate increases. This would include a reduction in Employment Insurance premiums and Workers' Compensation premiums.

Women of Influence*June 14, 1996*

The fuller funding approach implied by moving quickly to higher contribution rates would result in a large increase in CPP funds. This will require changes to the current investment policy of the fund. We would support changes which reflect the following characteristics:

- investment in a diversified portfolio of market securities to enhance returns and restore confidence in the Plan's stability;
- the maximization of returns to beneficiaries;
- no subsidiary objectives such as economic and regional development;
- governance structures which are at arm's length, independent and transparent;
- an end to preferential access to the fund for provincial governments;
- investment in foreign securities up to the allowable maximum.

The Business Council strongly supports CPP as a pillar of Canada's retirement income system. But if it is to serve the purposes of Canadians now and in the future, and if it is to be affordable, fair and financially viable, it will require strong consensus and leadership on the part of First Ministers and Territorial Leaders. The Business Council urges you to respond to this important challenge without delay.

THOMAS P. D'AQUINO
BUSINESS COUNCIL ON NATIONAL ISSUES



I would like to suggest the need for us to manage our lives, to take advantage of the tremendous opportunities that now exist for women in business and in the world as a whole. [...]

Too often women do not recognize that they even have choices to make. Many women assume – or did until very recently – that they should live in the city that best suits their husband's career. Women assume that in any tug of war between the demands of home and of the workplace, the career must come second. I don't have the answer to these difficult choices. But I think that a woman who understands her talent and values her development should recognize that these decisions must be carefully weighed. There are genuine choices and there are ways to accommodate both home and work goals. [...]

Yes, there still is a glass ceiling. And yes, there are far more men than women in the executive suites. But that glass ceiling is cracking – and women can make a difference by the choices we make.

DIANE E. MCGARRY
XEROX CANADA LTD.



**Pharmaceutical Research and the
Knowledge-based Economy***May 28, 1996*

The pressure to reduce federal and provincial budget deficits is currently taking precedence over longer term strategies that may be more effective in lowering overall healthcare costs. This has had some unintended consequences, such as the delayed listings of new therapies. Patient access to innovative medicines is different in each province. Even if a drug is finally approved for reimbursement, the whole process takes much longer here than it does in other markets, particularly in the United States. All evidence suggests that the Federal Drug Administration is a thorough and efficient drug approval body and that Americans are just as well protected as Canadians by their drug approval agency. So why the delays [here in Canada]? Let us benchmark ourselves against the best.

In other countries, regulatory bodies have used a system called "patent term restoration" that extends the life of a patent if the approval process or the development process takes too long. There is no equivalent in Canada. Once again, let us benchmark ourselves against the best.

Duplication. Red tape. Delays. Short-termism. We have an urgent need to break down the "decision-making silos" and to start taking a rational, system-wide approach to managing healthcare costs. If new therapies are effective, patient access should not be delayed. If they are ineffective, we know that doctors won't prescribe them.

PAUL G. HOWES
MERCK FROSST CANADA INC.

**Telecommunications and
Competitiveness***June 12, 1996*

The transition from the century-old regulated monopoly to a fully competitive industry is a bit like trying to unscramble an omelette. Moreover, the stakes are huge. Get it wrong and we may end up with *less* competition than we need, leaving in place the continued heavy hand of regulation, too little innovation, and communications services and prices that impede the competitiveness of our customers.

Equally, we could err in the other direction, setting off a competitive war of attrition, dissipating the funds needed for the new investment and R&D to create leading edge communications services and, particularly, the multimedia information highway. Again, the productivity of the economy and the competitiveness of Canadian businesses would suffer.

But, if we get the policy and regulatory framework right, the telecommunications industry can play a leading role in boosting our nation's competitiveness and, even more importantly, in enriching the lives of Canadians everywhere.

L. R. WILSON
BCE INC.

**Ideas and Innovation***May 23, 1996*

Ideas are limited only by imagination. But ideas alone are nothing without resolve: it is their foundation. And a person's true measure is not whether he or she has ideas, but rather, whether he or she will defend them during the prolonged period of great challenge between conception and reality.

GEORGE S. PETTY
REPAP ENTERPRISES INC.



Tearing Down Canada's Internal Trade Barriers

June 17, 1996

Canada is a nation of traders and always has been. We derive our strength from trade. This also shapes the way we view the world and the way the world views us. In the international community we move with confidence. We negotiated both the Free Trade Agreement and the North American Free Trade Agreement and, in doing so, we committed Canada to compete on a level playing field with our biggest competitors. [...]

What we have seen in Canada is that as trade barriers disappear between us and our major trading partners, our exports grow. ... So in terms of international trade, we are getting it right. We've created a success that is the envy of the world.

It is another story when we look at trade within Canada. While recent work by First Ministers is promising under the Agreement on Internal Trade, we are still hurting ourselves in many ways. For example:

- We restrict capital flows – we have no single regulatory body to oversee capital markets; [...]
- We accept a host of provincial regulations that restrict labour mobility;
- We restrict the ability of professionals – doctors, lawyers – to move freely across the economy. Restrictions also limit trades people, technical workers and even, I am told, funeral directors;
- We have provincial governments that demand preferential treatment for local goods and services. This is a tariff wall by another name. [...]

We encourage a degree of xenophobia amongst our citizens: through these barriers Alberta says Albertans deserve to be treated in a special way, as does Newfoundland about Newfoundlanders.

... I believe that we condone the existence of these internal barriers because we do not recognize the importance of the trade flows between our provinces, we do not recognize the cost of these barriers and we do not recognize the destructive inefficiencies they create. Protecting local economies seems at times to take precedence over common sense and efficiency.

JAMES M. STANFORD
PETRO-CANADA



Free Flow of Trade Does Not Mean Free-for-all

June 18, 1996

The flow of trade is like water. It flows from advantage to disadvantage until equilibrium is achieved. In the case of water, the flow is governed by physics; in the case of trade, by Adam Smith's "Invisible Hand". Any constriction of the flow, with concrete in the case of water or protectionist trade barriers in the case of trade, will impede the achievement of equilibrium and the full benefits of the process will not be realized.

This does not mean that a free trade agreement should be a free-for-all bereft of any rules. What is essential to the effective functioning of such an arrangement is a mutually agreed-to set of common trade rules or protocols that dampen any short-term fluctuation and deal with any predatory actions on the part of participants.

FREDERICK H. TELMER
STELCO INC.



Bringing the Market to Bear on Workers' Compensation

June 2, 1996

I am not advocating turning the entire workers' compensation system over to private insurers. While that is one option that has worked successfully elsewhere, there are a number of alternatives that would also bring substantial improvement. These include creating a competitive environment, where private insurers compete with the public system; or even self-insurance, where some companies who meet certain criteria could opt out of the public scheme. [...] The United States has three different types of workers' compensation models. Some states have a monopolistic, government-run system like our own; some have private insurance only; and others allow for competition between insurers and the state compensation boards [... the experience here] teaches us two lessons:

- states where the private sector is involved outperform monopolistic states; and
- states where only the private sector is involved outperform all states.

You may be wondering how well these approaches would be received by employers and workers in Canada. Well, so did we. So we did something that I don't think has been done before. We had a professional polling organization conduct a survey of 400 Ontario employers and 300 injured Ontario workers. Among other questions, the pollsters asked:

"Would permitting private sector insurance companies to offer workers' compensation plans have a positive, negative or neutral impact?"

To nobody's surprise, we found that seven out of 10 employers supported private sector involvement. However, we also found that nearly five out of 10 workers were in favour of it.

Clearly, many injured workers apparently find the current system just as inefficient as do employers.

I think it is worth noting that Canada is one of only 10 countries in the world that do not allow private sector insurance involvement in workers' compensation. Perhaps it is time we learned what others already know. Private involvement can lead to a more efficiently run and financially solvent system.

SHELDON RANKIN
MARSH & MCLENNAN, LIMITED



The Imperative for Change in the Insurance Industry

June 5, 1996

The insurance industry, in the past, has been resistant to change. It has not been in our nature to look for change, but rather for a constant progress based upon past trends and practices. Our clients, by and large, have accepted this intransigence and inflexibility, perhaps associating it with a conservative nature and therefore with security in terms of the investments we manage on their behalf.

We all know that those days are gone, for better and for worse. Our clientele is changing, their needs are changing, as the world changes rapidly around all of us. We must become masters of innovation if we are not only to survive, but also to thrive in a future that simply will not forgive those who refuse to change.

CLAUDE A. GARCIA
THE STANDARD LIFE ASSURANCE COMPANY



The Canadian Life Insurance Industry Can Compete

June 12, 1996

It is clear to me that the [Canadian life insurance] industry has benefited from Canada's strong regulatory environment. Prudent domestic regulation has provided real structure to the industry since the 1890s, engendering not only sustainable financial strength, but also global respect. Public policy, too, has been enlightened and has consistently favoured a competitive financial services sector to this day ... Also important has been the consistent support by the government of the industry's international activities. [...]

One further fortunate aspect that I would mention is the fact that Canadians seem to be "welcome" almost everywhere. We carry little or no "political" baggage. This has positioned us positively in the eyes of host governments – a critical element for a highly regulated industry like life insurance.

So, the Canadian life insurance industry has the capacity to compete successfully in worldwide markets. Our firms are large, well-established and financially strong. The tough competition in our own domestic market has forced us to achieve creative product development, world-class underwriting skills, strong distribution networks, and solid back offices.

The industry had to do it, and learned to do it.

DOMINIC D'ALESSANDRO
MANULIFE FINANCIAL



Renewing Our Social Contract

June 10, 1996

A "social contract" means that the public accepts tree harvesting and forest management as socially valuable, based on the utility of our products and overall benefits we create for people – be they customers, employees, communities or investors. But we can take the social contract even further than that. It can help us defuse the controversy surrounding forestry and the use of paper products. It can help us turn down the volume of public debate and increase public support.

[...] The new social contract needed to make sustainable commercial forestry secure has room neither for environmental fundamentalists, nor for irresponsible corporations, nor for runaway government regulation. Today, the notion of sustainable environment means a fundamentally changed operating climate for industrial forestry. We must find new ways to deal with business impacts internal and external to the marketplace. I am convinced that we can not only sustain the forest, but also use our intelligence and apply continuous learning to build forest wealth over time. [...]

In the media age, public scrutiny of industrial forestry is a fact of life. If our forest practices are responsible, if industry performs to defined standards, if our processes are open, then public support can be increased. Most citizens are not extremists and will welcome a sincere, positive initiative from industry to secure sustainable environmental quality and a prosperous forest sector. Maintaining access to timber and fibre – whether on public or private land – depends on a renewed social contract that will restore public acceptance and appreciation for industrial forestry and the products made from it.

GEORGE H. WEYERHAEUSER, JR.
WEYERHAEUSER CANADA LTD.

