

**NOTES FOR A SPEECH  
BY THE HONOURABLE MADAM JUSTICE DENISE BELLAMY  
COMMISSIONER**

**AT THE OPENING OF THE GOOD GOVERNMENT PHASE OF THE  
TORONTO COMPUTER LEASING INQUIRY  
MONDAY, JANUARY 19, 2004**

Good morning and welcome back. Today we begin a different and very important phase of this Inquiry: the Good Government Phase. I would like to explain briefly why it is so different and why it is so important.

The Good Government Phase was originally scheduled to take place at a later stage in the Inquiry's proceedings. However, last fall, prior to the municipal election results, I announced that I would change the order of the hearings and hold the Good Government Phase now. My purpose in doing so was to provide the City, the new Mayor, and the new Council, with the benefit of these Good Government hearings as early as possible in their mandate.

Public Inquiries must always investigate very carefully the events that caused them to be established. It is essential that they probe deeply to discover any wrongdoing that may have occurred. For the past year, this has been the focus of our Inquiry. We have been examining the computer leasing transactions between the City of Toronto and MFP Financial Services Ltd., and the City's acquisition of Enterprise Licences from Oracle Corporation. Our focus has been on exploring possible wrongdoing – mistakes, carelessness, or deliberate wrongful acts.

It is important to understand that my task does not end after I have fully investigated all possible wrongdoing. My Terms of Reference require that I also make recommendations for change that will improve City Government, and hopefully prevent, in the future, the kinds of mistakes or misconduct that may have occurred in the past. In my opening

address on December 2, 2002, I indicated that I would be hearing evidence relating to good government and this is what will be taking place over the next three weeks.

Before making such recommendations, I intend to benefit from the knowledge and experience of experts on municipal government. The Good Government Phase of this Inquiry is designed to provide me with their insight and expertise which I can then consider in formulating my recommendations on the various issues that will form part of my final report.

Many months of planning this Phase have occurred. Commission Counsel David Butt has taken the lead in developing and carrying out our approach. We have commissioned research and discussion papers on subjects which arose as matters of concern both during the course of our investigations and at the public hearings. Broadly speaking, these topics fall into four general categories: conflict of interest, lobbying, procurement, and municipal governance. Within those four broad topics, there are many issues that we intend to explore. The research and discussion papers were prepared by Ms. Valerie Gibbons and Mr. Sam Goodwin, of the Executive Resource Group. These detailed and thorough papers are posted on our website, at [www.torontoinquiry.ca](http://www.torontoinquiry.ca). I am grateful to Ms. Gibbons and Mr. Goodwin for their comprehensive research and for the suggestions they make in their reports. They will attend the hearings on Tuesday afternoon to explain the process undertaken in their work.

Although the discussion papers contain recommendations for reform, I want to emphasize that those recommendations are meant as suggestions only, as a springboard for discussion in the Good Government hearings that begin today. The papers provide important background on the topics I must address, but the suggestions contained there may or may not find their way into the recommendations that I ultimately make in my report. I anticipate they will focus discussion on realistic responses to the practical issues confronted by the City of Toronto. I welcome debate on the points made in the papers in the forthcoming weeks.

I will devote the next three weeks to the Good Government hearings. During that time, I will hear from a broad range of experts: academics, former and current politicians, civil servants, and many individuals from the private sector. We have deliberately sought to present different views, so that we can benefit from the interchange of conflicting ideas. The presenters we invited have expertise to share with me on topics that are central to my ultimate recommendations.

The Good Government Phase is different from the hearings we have conducted over the past several months. Many of you will have already observed that the room is now configured differently from the way it was when testimony was heard at the Toronto Computer Leasing Inquiry. The hearings in the Good Government Phase will be much less like a courtroom proceeding, and much more like a forum for discussion and debate. I will continue to preside, and Commission Counsel, Mr. Butt, will present the evidence. Proceedings will be much more informal. Presenters will not be under oath, and will not be cross-examined. Sometimes we will hear from one individual, and often we will have a panel discussion consisting of several people. We will be addressing important current policy questions for the City, rather than past conduct, and panelists will be encouraged to engage in open discussion of the issues. We have deliberately altered our procedure in this Phase to encourage a vigorous exchange of ideas that will provide me with the best possible foundation for practical recommendations in my final report.

During our planning of the Good Government Phase, we invited many people to participate in this exchange of ideas. The response has been overwhelming. Dozens of experts have generously offered to share their time and insights. Without exception, they have agreed to do so without charging a fee. I am deeply grateful to all these very accomplished individuals for donating their time to me and the City in the examination of these important issues. The dates and order in which these experts will present their views, as well as a description of their respective bibliographies, are on our Inquiry website.

The Good Government Phase is an important opportunity to turn the page on past events. I welcome this Phase as an occasion to focus on improvements for the future.

I would like to now call on Mr. David Butt to introduce our first presenter, Ms. Shirley Hoy.