

CANADIAN  
BUSINESS  
HISTORY  
ASSOCIATION



L'ASSOCIATION  
CANADIENNE  
POUR L'HISTOIRE  
DES AFFAIRES



# 150 YEARS OF CANADIAN BUSINESS HISTORY CONFERENCE

Presented by:



THE  
**Great-West Life**  
ASSURANCE COMPANY



 **Canada Life**

**Rotman School of Management**  
University of Toronto  
September 11-12, 2017

## About the Conference

A national 2-day conference to highlight 150 Years of Canadian Business, presented in conjunction with Canada's Sesquicentennial birthday celebrations. The conference is multi-disciplinary and open to participation by academics, business leaders, professional archivists and the public.

This conference presents a range of session topics on business sectors that have played an important role in shaping the Canadian economy since Confederation. Keynote dinner and luncheon speakers are presented by industry experts and address broad issues on several topics.

An edited book will be published and include selected papers presented at the conference. A permanent digital archive of the conference and the book publication will be maintained with free public access.

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## About the Canadian Business History Association - l'association canadienne pour l'histoire des affaires (CBHA/ACHA)

The CBHA/ACHA is dedicated to the pursuit of Canadian business history and its role both domestically and in world business history.

Our specific aims include encouraging more studies of enterprise by Canadians and in Canada, helping build and maintain well-structured and open business archives, providing those who study business history a forum for discussing their research with those who practice business, encouraging research projects on relevant subjects and providing funding for such research, and in general encouraging the study of business history in Canada.

Membership in the association is open to academics, archivists, companies, business leaders, students, and the general public.

More information can be found at [www.cbha-acha.ca](http://www.cbha-acha.ca)

## Keynote Speakers



The Honourable Perrin Beatty, President & CEO, Canadian Chamber of Commerce

### ***Commerce in Canada's Business History***

Mr. Beatty was first elected to the House of Commons as a Progressive Conservative in 1972. During his 21 years in Parliament, he served as Minister in seven different portfolios, including Treasury Board, National Revenue, Solicitor General, Defence, National Health and Welfare, Communications and External Affairs. From 1995 to 1999, he was President and CEO of the Canadian Broadcasting Corporation (CBC). Former Chancellor of the University of Ontario Institute of Technology (UOIT); honorary degrees by UOIT and Western University.



Mr. Jim Leech, Retired President & Chief Executive Officer, Ontario Teachers Pension Plan

### ***Pension Plans: Past, Present and Future***

This presentation will review the evolution of Canadian pension plans from the late 1800's to today, both as providers of retirement security and as investors in our economy, including references to Ontario Teachers' Pension Plan. Mr Leech will also provide his views on how the future may unfold with respect to pension plans. During Mr Leech's tenure at Ontario Teachers' Pension Plan the \$140 B plan, which represents the retirement savings for over 310,000 members, was ranked first in the world for investment performance and customer service. In 2014, Mr Leech co-authored *The Third Rail, Confronting our Pension Failures*, an award winning book that chronicled the challenges facing today's pension plans.



Mr. Robert McIntosh, Director-General, Archives Branch, Library & Archives Canada

### ***Documenting Canadian Entrepreneurship at Library and Archives Canada***

This presentation offers in broad strokes a reflection on archives and business history. From the perspective of Canada's national archive, it addresses questions of how to document effectively business and entrepreneurship in Canada; how Library and Archives Canada's collections have been built; and the challenges archives encounter in documenting business. Robert McIntosh previously held a range of positions at LAC in government and private sector acquisition, preservation, stewardship and public services. He has published widely in the fields of archival science and history. His article "The Great War, Archives, and Modern Memory" received the W. Kaye Lamb Award in 1999. His book, *Boys in the Pits: Child Labour in Coal Mines*, was published by McGill-Queen's University Press in 2000. From 2004 to 2007, he was General Editor of *Archivaria: The Journal of the Canadian Association of Archivists*. Robert studied at the Universities of Alberta, Strasbourg, Carleton and Ottawa.



Professor David A. Wilson, General Editor, Dictionary of Canadian Biography (DCB) and Professor of History, University of Toronto

### ***The DCB as a Source for Canadian Business History***

A quarter of the more than 8,500 biographies in the DCB focus on Canadian businessmen and women. This presentation outlines some of these biographies, and argues that the DCB is indeed a key source for anyone studying Canadian business history. With a background in modern North Atlantic history, David A. Wilson specializes in Modern Irish History and the Irish in North America.

## Session Speakers



Stephen Azzi, Associate Professor, Carleton University

### ***The Servant of Two Masters: Canadian Foreign Investment Policy since 1957***

Canadian policy on foreign ownership has been pulled in different directions by often-conflicting impulses to foster economic growth and to respond to anti-American sentiment. As a result, Canada's approach to foreign investors has been murky: too often, the objectives were not clearly-stated, the policy was based on conjecture rather than evidence, and legislation was not enforced in a transparent way. Stephen Azzi is author of *Walter Gordon and the Rise of Canadian Nationalism* (McGill-Queen's University Press, 1999) and *Reconcilable Differences: A History of Canada-US Relations* (Oxford University Press, 2015).



Jim Baillie, Retired Partner, Torys

### ***Exploring how politics, case law and experiences have shaped securities regulation and disclosure***

Policy and regulatory developments in various countries differ more than is explicable by economic and political differences. This is largely because these developments are heavily influenced by practical experience in the particular country - their life is not logic, it is experience (misquoting Justice Holmes in the US Supreme Court).



Donica Belisle, Associate Professor of Canadian History, University of Regina

### ***The Promise of Commodity History: Sugar and Canada in Global Context.***

This paper will discuss the new field of global commodity history by focusing on the history of sugar in Canada from 1500 to the present. Demonstrating that British imperialism, the Atlantic slave trade, and industrialization each had a profound impact on North American diets, this paper will argue that commodity history has much to teach us about how and why Canadians live the way they do today. As such it is a particularly promising new subfield within business history. Author of *Retail Nation: Department Stores and the Making of Modern Canada* (UBC Press 2011) as well as several articles in Canadian business and social history.



Simon Berge, University of Winnipeg

### ***Canadian Rural Business History – Co-Operatives***

Co-operatives in Canada have a unique history in the development of Canadian Society. The presentation will outline the development of co-operatives in Canada highlighting their growth in the various regions in Canada. Dr. Berge completed his Doctorate at the University of Guelph studying co-operatives as an alternative distribution system for local food and community development. He also holds a Masters of Business Administration in Finance from McMaster University.



Patricia Best, Author

### ***The Trust Companies in Canada's Business History***

A sector of Canada's financial industry that came and went, Patricia will present this fascinating story. Author of *A Matter of Trust* (1985).



Mark S. Bonham, Massey College

***150 Years of The Life Insurance Industry in Canada***

This paper will provide a survey of the developments in the life insurance industry in Canada over the past 150 years. After obtaining his M.Sc (Econ) at the London School of Economics, with a specialization in Capital Markets Theory, Mark founded two of Canada's largest mutual fund companies. He continues to research and write extensively on the financial industry.



Penny Bryden, Professor of History, University of Victoria

***Regions and Provinces in Canada's Business History – Central Canada***

An overview of the role and impact of Central Canada to the country's business history since Confederation.



Melanie Buddle, Academic Advisor, Adjunct Faculty, Trent University

***Reflections on the Business of Women: Engendering Canadian Business History, Past and Present***

My presentation examines gender in Canadian business history: I argue that business historians have been slow to interrogate business as a gendered construct. How we understand and define businesslike behaviours or practices is related to how we study gender. I examine how size of business, type of business, and gender of business owners have affected how businesswomen were viewed during the past 150 years and how historians have chosen to study and research these women in more recent years. Melanie earned her PhD from the University of Victoria in Canadian history (focus on gender and self-employment) and MA from UNBC.



Christian Desilets, Faculty of Communication and Innovation, Universite Laval

***The Exploitation of Advertising Records and Archives in a Collaborative Model.***

This presentation outlines an advertising archive project currently being conducted at Laval University under the direction of Professors Christian Desilets and Martine Cardin. They develop an open marketing approach of records and archives management promoting a collaborative effort incorporating user-based design, aimed at providing access to a larger scope of the marketing communication industry archives.



Lauren Epstein, Director of Investments, Epstein Enterprises

***Don't know the past? You may be doomed to repeat it.***

Business is both hard and full of opportunity. Those who came before us can teach us and lead us if we know their history. It is essential to learn Canadian business history as a person in Canadian business in order both to avoid the same mistakes as others and to understand and leverage the rich context in which we interact.



Tabitha Fritz, Rotman School of Management

***Viola MacMillan: Pushing the Boundaries in Canadian Mining.***

A strong personality who rose from humble beginnings, Viola MacMillan's mining career started in the 1930s and spanned more than six decades. Despite her tiny stature she fought her way to the top of the Canadian mining world. Her comfort with wielding power in a male-dominated industry fascinated the press and public. She became the first woman – and longest serving – president of the Prospectors and Developers Association of Canada, helping to pave the way for women in mining.



Robin Gendron, Associate Professor History, Nipissing University

***The Resource Sector and Multinationals in Canada's Business History***

This paper examines the evolution of Canada's international mining industry from mid-20<sup>th</sup> to the early 21<sup>st</sup> centuries and discusses some of the main themes, issues, and controversies surrounding the study of this industry and of Canadian mining companies operating abroad. Robin's research and teaching focuses on Canada's political and international history including the international activities of Canadian mining companies in the 20<sup>th</sup> and early 21<sup>st</sup> centuries.



Brian Gettler, Assistant Professor, University of Toronto

***Market Colonialism and Indigenous Business History in Canada***

If historians of colonialism focus on the transfer of lands and resources from Indigenous to settler societies while downplaying or denying positive outcomes associated with the phenomenon, historians of business often emphasize the benefits associated with markets to the neglect of the ways in which political power makes success (im)possible. This presentation briefly surveys the existing historiography on Indigenous business history in Canada while drawing on a number of case studies that suggest novel ways of approaching the question. Brian's research centres on First Nations' political, economic, and social history and the history of Canada (especially Quebec) since the Conquest.



Jim Goodfellow, Retired Partner & Vice Chair, Deloitte

***Exploring how politics, case law and experiences have shaped independent auditing in Canada***

Policy and regulatory developments in various countries differ more than is explicable by economic and political differences. This is largely because these developments are heavily influenced by practical experience in the particular country.



Howard Green, Author

***Journalism, the Press, and Canada's Business History***

Along with fellow author and business historian Gordon Pitts, we will discuss---from our own experiences--- the role played by journalism and the press in recording Canada's business history.



Lawrence Herman, Herman & Associates and C.D. Howe Institute

***Global Trade Negotiations and Agreements in Canada's History***

Lawrence will examine Canada's history in global trade negotiations and the establishment of trade treaties. By highlighting important agreements, he will show how Canada's strategies and tactics have been developed and implemented over time. Lawrence has practiced international trade and investment law and policy both inside government and in the private sector for over 45 years. He was a member of Canada's mission to the UN and the GATT in the 1970s and in law practice has acted as counsel for Canada in the International Court of Justice and has advocated cases before the Canadian International Trade Tribunal (CITT), NAFTA panels and Canadian courts. He advises governments, State agencies and international organizations. Mr. Herman is on the executive of the Canada-US Law Institute and a Senior Fellow of the C. D. Howe Institute in Toronto.



Walid Hejazi, Rotman School of Management  
***Canada's Evolution From Host to Home Economy: Canada's Foreign Investment Relationship with the World***

For much of its history, Canada was predominantly a host country for foreign direct investment, with far more investment in Canada than Canadian investment abroad. This changed in 1997 when Canada officially transitioned to a net supplier of direct investment to the world. Canada's outward FDI is also increasingly diversified. This presentation will shed light on the developments underlying these trends.



Marcelin Joanis, Associate Professor & Research Vice President, Polytechnique Montreal & CIRANO, ***Business cycles in Québec since the 1940s: Insights from a newly computed quarterly GDP series.***

We present a newly computed quarterly series of Québec's real GDP for the period 1948-1980. This new series enables business cycle dating (expansions, contractions) with increased accuracy for the period surrounding the Quiet Revolution. The quarterly GDP series generated by our approach is shown to be robust to the standard tests proposed by the related econometric literature. Professor Joanis is the founding co-editor of the quasi-annual monograph *Le Québec économique*



Alison Kemper, Assistant Professor, Ryerson University  
***Colonization as Commerce: A Business History Research Agenda.***

Many of Canada's most important historical events demand a retelling that connects the business interests of Europeans and the resources controlled by Indigenous peoples. A better understanding of business history is central to our understanding of Canada. Alison will offer a brief reinterpretation of three such events. Alison's research focuses on Business and Society.



David Kirsch, Associate Professor, University of Maryland  
***Fruits of Failure: Preserving the Records of Failed Entrepreneurial Ventures.***

This talk will address the challenges and opportunities associated with collecting the records of startup companies. While society has invested considerable resources in the creation of new ventures, these important drivers of economic activity tend not to produce traditional archival footprints. Because a significant fraction of startup ventures fail, we must think about novel approaches to identify and collect the records of failed entrepreneurial ventures. David's research interests include industry emergence, technological choice, technological failure, and the role of entrepreneurship in the emergence of new industries.



Mark Kuhlberg, Professor, History Department, Laurentian University  
***Blessed With The Forests But No Longer the Firms: Canada's Pulp and Paper Industry Since Confederation.***

Historically, Canada has been better endowed than any other nation with the fibre resources needed to make pulp and paper, and for a period we were a dominant player in this field. Today, however, the country boasts a relatively tiny corporate footprint in this industry. This paper traces the history of the country's pulp and paper sector and aims to explain its insignificant corporate presence on the global stage. Mark spent twenty seasons in Canada's silvicultural industry prior to entering the academic ranks.

## Programme

### September 11<sup>th</sup>, 2017

8:00 am – 8:45 am <b>Desautels Hall</b>	<i>Registration, coffee/tea and Continental Breakfast</i>
8:45 am – 9:00 am <b>Desautels Hall</b>	<i>Introductory Remarks, Professor Dimitry Anastakis, Chair - CBHA/ACHA Welcome, Tiff Macklem – Dean, Rotman School of Management</i>
9:00 am – 10:30 am	<i>Plenary Session – Moderator, Paul Litt Regions and Provinces in Canada's Business History Prairies: Bill Waiser (University of Saskatchewan) Central: Penny Bryden (University of Victoria) Quebec: Marcelin Joanis (Polytechnique Montreal) Atlantic: Don Nerbas (McGill University)</i>
<b>SESSION ONE Desautels Hall</b>	
10:30 – 10:45 am	<i>Comfort Break</i>
10:45 am – 12:15 pm	<i>The Role of Women in Canadian Business History Melanie Buddle (Trent University) Tabitha Fritz (Rotman School of Management) Jennifer Reynolds (Women in Capital Markets)</i>
<b>SESSION TWO Room 1065</b>	
10:30 am – 12:15 pm	<i>Journalism, the Press, and Canada's Business History. Moderator, Ken McGuffin Howard Green (author) Gordon Pitts (DeGroote School of Business)</i>
<b>SESSION THREE Room 127</b>	
12:30 pm – 1:30 pm <b>Desautels Hall</b>	<i>Luncheon – Keynote Speaker <b>Mr. Robert McIntosh</b> – Director General, Library &amp; Archives Canada, <i>Archives and Canada's Business History</i></i>

1:45 pm – 3:15 pm	<i>Archives Session – Moderator, Andrew Ross</i> David Kirsch (University of Maryland) Christian Desilets (Universite Laval) Shannon Perry (Library & Archives Canada)
<b>SESSION FOUR</b> <b>Room 1065</b>	
	<i>Global Trading and Investment (Multinational Investors, FDI) – Moderator, Carlos Valera</i> Lawrence Herman (CD Howe) Walid Hejazi (Rotman School of Management) Stephen Azzi (Carleton University)
<b>SESSION FIVE</b> <b>Room L1035</b>	
3:15 pm – 3:30 pm	<i>Comfort Break</i>
3:30 pm – 5:00 pm	<i>The Importance, Relevance and Necessity of Teaching of Canadian Business History.</i> <i>Moderator, Brian Silverman</i> Joe Martin (Rotman School of Management) Red Wilson (Business Executive) Lauren Epstein (Epstein Enterprises)
<b>SESSION SIX</b> <b>Room 1065</b>	
	<i>Advertising, Marketing, and R&amp;D to Canadians over 150 Years. Moderator, Jan Hadlaw</i> Daniel Robinson (Western University) Janis Thiessen (University of Winnipeg) Bruce Smardon (York University)
<b>SESSION SEVEN</b> <b>Room L1035</b>	
5:30 pm	<i>Reception and Dinner – Keynote Speaker</i>
<b>Desautels Hall</b>	Announcement of CBHA/ACHA Book Prize Winner  <b>Mr. Jim Leech</b> , Former CEO, Ontario Teachers Pension Plan, <i>Pensions and Canada's Business History</i>
Introduction: <b>Mr. John Cleghorn</b> , Former Chairman and Chief Executive Officer, Royal Bank of Canada	

## DAY TWO

**September 12<sup>th</sup>, 2017**

8:00 am – 8:45 am	<i>Coffee, Tea and Continental Breakfast</i>
<b>Desautels Hall</b>	
8:45 am – 9:00 am	Chris Kobrak and Michael Bliss Memorial. Presented by Joe Martin.
<b>Desautels Hall</b>	
9:00 am – 10:30 am	<i>Plenary Session</i> <i>The Resource Sector and Multinationals in Canadian Business History</i> Robin Gendron (Nipissing University) Stan Sudol (Communications Consultant) Mark Kuhlberg (Laurentian University) Graham Taylor (Trent University)
<b>SESSION EIGHT</b> <b>Desautels Hall</b>	
10:30 am – 10:45 am	<i>Comfort Break</i>
10:45 am – 12:15	<i>150 Years of Canadian Banking Industry - Domestic to Global Growth, and Banking Oversight – Moderator, Chris Stamper, TD Bank</i> Helen Sinclair (Deloitte, and former President, Canadian Bankers Association) Laurence Mussio (Author) Robert Wright (Augustana University)
<b>SESSION NINE</b> <b>Room 1065</b>	
	<i>A Conversation About Corporate Law, Accounting and Canadian Business History</i> <i>Moderator, Joe Martin</i> Jim Baillie (Retired Partner, Torys) Jim Goodfellow (Retired Partner & Vice Chair – Deloitte)
<b>SESSION TEN</b> <b>Room 127</b>	
12:30 pm – 1:30 pm	<i>Luncheon - Keynote Speaker</i> <b>Mr. Perrin Beatty</b> , President & CEO, Canadian Chamber of Commerce, <i>Commerce in Canada's Business History</i>
<b>Desautels Hall</b>	

1:45 pm – 3:15 pm *150 Years of the Canadian Financial Industry – Moderator, Steven Bright*

**SESSION ELEVEN  
Room 1065**

Amy Young (Upside Consulting)  
Patricia Best (Author)  
Mark Bonham (Massey College)

*Canadian Rural Business History*  
University Professor Emeritus Doug McCalla  
(University of Guelph)  
Simon Berge (University of Winnipeg)  
Josh MacFadyen (Arizona State University)

**SESSION TWELVE  
Desautels Hall**

3:15 pm – 3:30 pm

*Comfort Break*

3:30 pm – 5:00 pm

*Indigenous Canadians and Canadian Business History*

**SESSION THIRTEEN  
Desautels Hall**

Brian Gettler (University of Toronto)  
David Newhouse (Trent University)  
Alison Kemper (Ryerson University)

*New Trends and Issues in Canadian Business History – Moderator , Jennifer Levin Bonder*

**SESSION FOURTEEN  
Room 1065**

Donica Belisle (University of Regina)  
Jason Russell (Empire State College)  
Andrew Smith (Liverpool University School of Management)

5:15 pm

Closing Plenary - Keynote Speaker  
**Professor David A. Wilson**, General Editor,  
Dictionary of Canadian Biography.  
Introduction by Power Corporation/Great-West  
Life

**Desautels Hall**

6:15 pm

*Closing Cocktail Social and Thank You*  
CBHA Chris Kobrak Research Fellowship  
Nick Terpstra, Head - History Department,  
University of Toronto  
Historica Canada - Anthony Wilson-Smith

**Desautels Hall**



Joshua MacFadyen, Assistant Professor, Arizona State University  
***Measures of Sustainability: Nutrient, Energy, and Information Flows in Canadian Agri-forestry, 1870-2010***

This presentation considers some of the recent approaches to sustainable farm systems research and presents energy profiles of a Canadian case-study (Prince Edward Island), and it compares the last 150 years of energy production and efficiency in Canadian agri-forestry with trends across Europe and North America. Josh's monograph *Flax Americana: A History of the Fibre and Oil that Covered a Continent* is forthcoming at McGill-Queens University Press.



Joe Martin, Director of Canadian Business History, Rotman School  
***No Business in History, No History in Business.***

My paper will explore the lack of business content in the teaching of Canadian history. It will then go on to explore the lack of interest in history in the business community and in business schools.



Douglas McCalla, University Professor Emeritus, University of Guelph  
***Rural Enterprise and Canadian Business History***

Until the end of the nineteenth century, a clear majority of people in Canada lived in rural areas. Yet business history has had a mainly urban focus - leading businesses were mainly based in cities. Rural people, when they appear in Canadian business history, tend to be producers or customers rather than active participants in actual businesses. If there has been a systematic account of rural business as such, I am not aware of it. Hence this essay, an attempt at an overview for the eighteenth and nineteenth centuries.



Laurence Mussio, Historian, Bank of Montreal; Principal, SIERC  
***The BMO Bicentennial and the Rise of the Historical Spirit.***

My discussion will focus on the genesis and development of the BMO bicentennial and the development of an appreciation for history and corporate memory within Canada's first Bank. Dr. Mussio is an author and Canadian business historian whose focus has been on telecommunications, financial services and reputation management.



Don Nerbas, Associate Professor, McGill University  
***Development and Disparity: The Maritimes and the National Policy***

This paper examines trends in the business and economic history of the Maritimes during the National Policy period. Focusing principally on the example of Cape Breton coal, the paper demonstrates the role and limitations of entrepreneurs in defining and advancing regional interests and shaping government policies. Don holds the Chair in Canadian-Scottish Studies in the Department of History and Classical Studies, and his current research centres on the rise of the Cape Breton coal industry during the nineteenth and early twentieth centuries.



David Newhouse, Associate Professor, Business School, Trent University  
***Indigenous Canadians and Canadian Business History***

David will present a look at the role of the indigenous community in Canada's business history over the past 150 years. David is Onondaga from the Six Nations of the Grand River community near Brantford, Ontario. His research interests are focused on the way in which Aboriginal traditional thought and western thought are coming together and creating modern Aboriginal societies.



Shannon Perry, Assistant Professor, Queens University and Archivist, Photography, Library and Archives Canada  
**Archives and Canada's Business History**

Shannon will give her perspectives on the important role of archives and the archivist in maintaining and promoting the study of Canadian business history. Shannon's specialties include the history of photography, Canadian photography, preservation and collections management, archival procedures for photography.



Gordon Pitts, Business Writer in Residence, McMaster University  
**Tycoons: Canada's Business History in Six Stories.**

A business writer is essentially a story teller, and business history is a necessary part of the craft. The presentation tells the story of Canada's business history from 1867 through the lives of a handful of tycoons who personify their eras. Gordon is the author of eight business books, retired Globe and Mail business writer and editor, and a business journalist on daily newspapers in Canada for 40 years.



Jennifer Reynolds, President – Women in Capital Markets  
**Perspectives on the Economic Gender Leadership Gap in Canada.**

This presentation will provide an overview of Canada's progress on closing the economic gender leadership gap in corporate Canada. It will review Canada's progress relative to other countries and key initiatives taken to date to close that gap. It will provide recommendations on what the private and public sector can do in Canada to drive greater progress on women's representation in leadership roles in the Canadian economy. Director on the Board of the Canada Development Investment Corporation ("CDEV"), and of Women's College Hospital Foundation. Named a Women's Executive Network (WXN) Canada's Most Powerful Women: Top 100 Award Winner.



Daniel Robinson, Associate Professor, Western University  
**Health Marketing: Canadian Cigarette Makers and Cancer.**

This paper examines the response of Canadian cigarette manufacturers to the "cancer scare" during the 1950s and 1960s. Topics discussed include industry research and marketing involving health-themed cigarettes.



Jason Russell, Associate Professor, History & Labour Studies, Empire State College  
**New Trends and Issues in Canadian Business History.**

This paper will discuss how Canadian business history currently relates to other sub-fields including labour history, environmental history, and immigration history. It will describe how social history can inform the writing of business history.



Helen Sinclair, Special Advisor, Deloitte  
**150 Years of Canadian Banking Industry - Domestic to Global Growth, and Banking Oversight.**

With some trial and error, the banking industry appears to have transitioned from a tightly knit, homogenous Canadian oligopoly to universal banks with diverging strategies on the international stage. Their common competitive advantages have operated through hands-on supervision, and tough but nuanced domestic regulation and public policy. Helen's career spans across many leadership roles in the banking sector.



Bruce Smardon, Associate Professor, Department of Politics, York University  
**Losing the International Race: 150 Years of Canadian Business R&D.**

Despite significant levels of state support for R&D and innovation in Canada, Canadian business has moved from a position in the early 20<sup>th</sup> century when it was at the forefront of leading edge sectors in global production, to a position in the early 21<sup>st</sup> century where it is lagging behind.



Andrew Smith, Senior Lecturer (Associate Professor), Liverpool University  
**Business and Multiculturalism: a Possible Master Narrative for Canadian Business History**

Researchers from across the social sciences are now increasingly interested in the role of business in promoting the peaceful coexistence of ethno-cultural groups. Canada is an outstanding example of harmonious ethnic diversity. Business played an important role in the emergence of this successful society. The newly renaissance field of Canadian business history is in need of theoretically-informed master narratives. This paper proposes that the study of the role of business in the emergence of multicultural Canada be one of the organizing themes for the field of Canadian business history.



Stan Sudol, Communications Consultant, Sudol Strategic Communications  
**Some Exceptional Highlights of 150 years of Canadian Mining**

Canada's mining sector has played a major role in the economic development of the nation as well as opening up many parts of the country's isolated north for settlement. In addition, the industry was a vital supplier of strategic mineral resources for the industrial and military development of the United States throughout the past 150 years.



Graham Taylor, Professor Emeritus, Trent University  
**Imperial Oil and Canada's Petroleum Industry 1880+.**

Imperial Oil was directly or indirectly involved in virtually every major development of the Canadian petroleum industry from the 1870s, and the largest integrated oil company in the country for over 100 years. From 1899 it was owned (70%) by Standard Oil of New Jersey (Exxon). This presentation explores both aspects of Imperial Oil and its role in Canadian history. Graham was Dean of Arts & Social Sciences, Dalhousie University 1993-98, and Provost, Trent University 1998-2003. Author or co-author of four books and numerous articles on Canadian/international business history.



Janis Thiessen, Associate Professor of History and Associate Director of the Oral History Centre, University of Winnipeg  
**#Canada150 / #Colonialism150: An Advertising History.**

The Truth and Reconciliation Commission of Canada's Call to Action #92 asks that the corporate sector "adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework" and "apply its principles and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources." My presentation will explore advertising and branding of #Canada150, the incorporation of Indigenous peoples in historic Canadian advertising, and the #Colonialism150 response to the Sesquicentennial.



Bill Waizer, CM, SOM, FRSC, DLitt, Distinguished Professor Emeritus, University of Saskatchewan

***A Tale of Two Futures: The Saskatchewan Business Plan in 1905 and 2005.***

An examination of the original economic blueprint for the new province of Saskatchewan in 1905 and how and why the provincial economic plan is fundamentally different a century later. Bill is author of more than a dozen books, including *A World We Have Lost: Saskatchewan before 1905*, winner of the 2016 Governor General's Literary Award for Non-Fiction.



Red Wilson, Business Executive

***The Importance and Relevance of Teaching Canadian Business History***

Mr. Wilson will speak about the importance of teaching history in Business Schools in order to provide context for business decisions. He will describe why he and four others contributed \$3 million to establish the Wilson Currie Chair in Canadian Business History. This will include the glaring omission of historical knowledge in management education in Canada. He will note the importance of business history knowledge to helping making strategic decisions for future success. Red Wilson is Chairman of the Wilson Foundation and Chancellor Emeritus of McMaster University. He has had a distinguished career in both the public and private sectors. Founding Co-Chair, Historica Canada.



Robert Wright, Nef Family Chair of Political Economy, Augustana University

***Banking System Stability/Fragility: The Roles of Governance and Supervision in Canada and America***

Canada's banking system was, and remains, more stable than that of the U.S.A. because Canada's banks are better governed and supervised. Hamiltonian corporate governance and incentive alignment were more important factors than Populism a la Calomiris and Haber's *Fragile by Design* (2014). Robert is the author or (co)author of 19 books on the subject.



Amy Young, Upside Consulting

***The Merger of the Toronto and Montreal Stock Exchanges: A Triumph of Technology Over Politics.***

Stock exchanges are strategically important assets for the economies whose assets they list and trade. This is the story of how technology was transforming the industry while public discourse focused on political interests. It contains valuable lessons for the FinTech disruption occurring in financial services today. Amelia founded Upside Consulting Group, which helps wealth management firms translate strategy into actions that produce results.

**Please visit the Trade Booths in Desautels Hall**

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**Co-Presenters**

Canada's History Society  
Oral History Centre, University of Winnipeg  
Department of History, University of Toronto  
Economics Department, University of Toronto

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