

The Empire Club Presents

THE HONOURABLE KATHLEEN WYNNE PREMIER OF ONTARIO:

October 5, 2015

Welcome Address by Dr. Gordon McIvor, President, Empire Club of Canada

Good afternoon, ladies and gentlemen. From the Hilton Hotel in downtown Toronto, welcome, to the 112th season of the Empire Club of Canada. And I have got to tell you that “112 years” makes you think a lot about the history of this Club. It has become an icon in this country in many ways, and, in fact, I said to our audience for Rachel Notley on Friday—and I will repeat it today: For those of you around next Monday night, October 12th, tune into *Murdoch Mysteries*, and you will see a special episode “Murder at the Empire Club.” I understand that William Shatner is starring in the role of Mark Twain, who makes a speech at the Empire Club, which, apparently, gets him into a whole lot of trouble. Interesting, and, of course, it speaks to the long history of our organization.

For those of you just joining us through either our webcast, our podcast or on television through Rogers TV, welcome, to the meeting. Before our distinguished speaker is introduced today, it gives me great pleasure to introduce our head table guests.

HEAD TABLE:

Distinguished Guest Speaker:

Honourable Kathleen Wynne, Premier of Ontario

Guests:

Yvan Baker, Parliamentary Assistant to the President of the Treasury Board; MPP for Etobicoke Centre

Mr. Andrew Bevan, Principal Secretary, Office of the Premier of Ontario

Mr. Thomas Chanzy, Vice President, Public Affairs, Ontario Trillium Foundation; Director, Empire Club of Canada

Mr. Christopher Donnelly, Vice President and Counsel, Industry, Government and Regulatory Affairs, Manulife Financial

Mr. Kent Emerson, Director of Operations, Office of the Minister of Finance

Mr. Paul Fogolin, Director, Government & Stakeholders Relations, Ontario Retirement Communities Association

Mr. Gary Huizing, Northern Regional Manager, Northland Power Inc.

Mr. Sam Mantenuto, Vice Chair and Chief Operating Officer, Northland Power Inc.

Dr. Gordon McIvor, Executive Director, National Executive Forum on Public Property; President, Empire Club of Canada

John Wilkinson, President, Wilkinson Insight; Former Ontario Minister of Environment, Revenue and Research & Innovation

My name is Gordon McIvor. Ladies and gentlemen, welcome to our meeting, and, as is our tradition, we have a group of students joining us today. This week they are from the Ted Rogers School of Management at Ryerson University. Students, would you, please, rise and be recognized. Welcome.

And we are extremely honoured, ladies and gentlemen, as well to welcome today the former Prime Minister of Canada, the Right Honorable John Turner. Welcome, sir.

And we have a lot of MPPs in the room. If they could all stand up, please, and be recognized, and I want to acknowledge my own MPP, Kathryn McGarry. Thrilled to have you from Cambridge. Kathryn, welcome.

Introduction

The 25th premier of Ontario has become quite literally a household name and, really, does not require another recitation of her extremely admirable biography. So let me instead use this introduction to place her speech today into some kind of historical context from the Empire Club perspective, as we know that this Club is, quite possibly, as I mentioned earlier, one of the most iconic institutions in our country and has the advantage of being able to look back through thousands of addresses throughout its 112-year history.

Now, many people forget that Ontario's 25th premier is also the province's Minister of Intergovernmental Affairs. She is, therefore, not only addressing the Empire Club of Canada today as Premier but also as the Minister of the Ontario government responsible for ensuring that her province's relationships with other jurisdictions are operating at an optimal level. This interplay between different levels of government has long been a topic of relevance at the Empire Club of Canada, which was itself set up during a time at the dawn of the 20th century, when there was

great turmoil between Canada and Great Britain with much discussion in the country about abandoning the relationship with Great Britain and joining the United States of America.

The origins of this Club were to ensure that the young Canada would not join its southern neighbour but rather remain faithful to what was then known as the "British Empire." It is the mandate of the Club today, as it was in 1903 when it was founded under the leadership of Brigadier General James Mason, to bring before the Canadian public people in positions of power and influence who can present their perspective and contribute to the national dialogue. Now, other than the bias of not wishing to join the United States and sever ties with the British Empire, there was no Empire Club agenda, and views from all those in positions of power and influence were welcomed without partisanship, and we have remained true to that mandate since that time in 1903.

At the Club's founding, Sir George William Ross was the 5th premier of Ontario, and the Liberal Party had been in power for almost thirty years. Premier, you must like that part of the story. One thing that Premier Ross was always committed to was maintaining good governance and the proper relationship with other jurisdictions, which, of course, in his day would have meant between the King, Canada and the provinces. He actually addressed this very topic at our podium on May 23rd, 1910 after he had left provincial politics and gone to the Senate. In a speech en-

titled “The Place of the King in the British Constitution,” he speaks clearly about a major governance issue of the day, namely, that even the King’s representatives in Canada and its provinces had to abide by the voice of the people, the electorate, and I quote from that speech:

In 1900, the Honorable Mr. McInnes, Lieutenant Governor of British Columbia, dismissed his Ministers and called upon the Honorable Joseph Martin to form a new government. Mr. Martin appealed to the country and was defeated. Mr. McInnes expected that the country would sustain the dismissal of his former advisors, but, as he failed in obtaining the support of the electorate, he was himself dismissed, and a new Lieutenant Governor appointed in his place.

The constitutional practice seems to be that where the head of the executive government dismisses his advisors and fails to be supported by the electors that his immediate retirement from office is necessary in order to maintain harmony afterwards in the administration of the government. In the case of the King, the only amends practicable is the restoration of the Ministers possessing the confidence of the Canadian public.

Now, we, of course, live in a very different governance regime in 2015 than was the case in the early days of this

Club’s history. But what remains identical is the ongoing struggle to make different government jurisdictions work effectively together in a confederation that has been called “difficult to manage” because of its enormous challenging geography matched by the diversity of opinion on how best to achieve that goal.

From this perspective, Minister Wynne’s presentation today falls squarely into the theme of how Canada’s various jurisdictions should work together for optimal efficiency. It is a theme that we have explored often and in multiple scenarios over our 112 seasons, and we are delighted that Premier Wynne will today continue to add her voice to that national debate as have so many others of every political stripe before her.

Fortunately, it is a debate that Canadians do not shy away from, whether discussing relationships with the monarchy and its representatives or between our three basic levels of government, and it is a debate that has always made our democracy stronger and more resilient as a result.

So, ladies and gentlemen, it is my very distinct pleasure to welcome, once again—in fact for the third time—to our podium, the 25th Premier of Ontario, Kathleen Wynne.

The Honourable Kathleen Wynne

Thank you. Thank you very much. Thank you very, very

much. I appreciate it. Thank you. Thank you, everyone. Thank you very much, Gord, for that perfectly historical introduction. Thank you. That is great.

I got to sign a book today in which mine is the second last signature that started in 1963, so there you go. Wonderful. The history of this organization is wonderful, and, thank you, all of you, for being here today. It is wonderful to be here with all of you. I want to begin as I do by acknowledging that we are on the traditional territory of the Mississaugas of the New Credit. By recognizing the First Nations and Métis peoples of Ontario, we show them respect, not only for their place in our history—and we have started with history this afternoon—but for the important contributions that they continue to make today. So I am happy to do that.

I am here this afternoon to talk about leadership, about the leadership that, yes, we are providing to the people of Ontario and about the kind of *national* leadership that is required to truly deliver on that promise of Canada that we all hold dear. And so Gord's introduction in terms of that ongoing discussion we have had in this country because of the nature our federation is apropos. And no, it is no coincidence that I am here on the eve of a federal election. I am here *because* we are close to decision day in a very important national election. So that is just full disclosure. It is really an important moment.

As Ontarians and as Canadians, we need national

leadership that understands that we must work together to invest in a better future for us all.

In these what I can describe as difficult times, it is critical that we elect a government that will create jobs, that will reduce inequality, protect our environment and improve our quality of life by renewing the infrastructure on which we all rely. Now, that is a long list, and I understand that that is a big challenge, but there is nothing in that list that we can afford not to do. All of those things have to be tackled, so, today, we are only two weeks away from that federal election, and I know for leaders, for party workers—and many of you are in the room; I know there are candidates in the room—it has been a long campaign; although, Bill Morneau told me it is his first campaign, so what does he know? That is what a campaign is. So Bill, you are here today because you have still got energy. You do not know that it is long. It is really long, and I am sure it has felt even longer to the people who are on the ground every single day. And, as someone who has campaigned, both as an aspiring MPP and as a party leader, I think all the time about all the doors I have knocked on, and I think about the noise and the energy and the rush that comes as you open the bus door. Truly connecting with the people we represent and serve is such a wonderful feeling and the best part of every day on the campaign trail.

But the most energizing thing about an election is that sense of possibility that I think we all feel, the prospect

of all you can accomplish if you earn a mandate from the people. And that is why people are by turns apprehensive or anticipatory about what will happen on election day. And such a privilege is not to be wasted. It is not something to be afforded to a party that is out of ideas or out of touch. We all should entrust our national government to a leader and a party with new ideas and new energy that suit the times and meet our needs.

As Premier, and I have said this, I will repeat it, I will work in partnership with any Prime Minister who is committed to building for the future. That is what we need, but I will never hesitate at the same time—I will never hesitate to stand up for our province. It is part of my job. I have done quite a bit of that in the past two and a half years, more actually than I thought I would have to. But when a prime minister declares that he is delighted to thwart the will of a duly elected government with a mandate to improve retirement security—just for example—you are darned right: I am going to fight back. I am going to stand up for the people of Ontario. Because here is the thing: I believe that the hardworking people of Ontario deserve a national government that supports them, not one that stands in the way of progress.

More than a century ago, Wilfrid Laurier spoke of the imperative for government to not only fix small problems but to open up new horizons, to seek forward motion and progress. Government should not be timid. It has to

be bold. It should not seek refuge in fear. It must speak in an optimistic voice to the very best of us. Above all, government should not shy away from challenges. It must confront them. In fact, I would suggest that that is what government exists to do. It is not easy, but it is what it is in place to do. It takes time. It takes effort and determination, and you do not win every battle; that is a reality. But it is the *only* way to achieve real progress.

On behalf of Ontarians, we are dedicating ourselves to opening up new horizons. After being reelected last year with a majority mandate, we went straight to work delivering on our promises and striving to build greater opportunity and security for those who, we represent and serve. And we are already seeing important signs of progress. For the second year in a row, we were the number one place in North America for foreign direct capital investment. Exports, high school graduation rates and job numbers are all up over last year. The economy is growing stronger. There is more to do, but we are seeing those positive signs, and our goal is pretty straightforward: We are dedicated to building Ontario up, making what is a great province even greater for the generations to come.

But to fully achieve our goal, we need a federal partner who is willing to listen first and then is eager to engage and prepared to act. All Canadians deserve a national government that is focused not simply on winning an election, but on *using* its mandate to make a measurable and

positive impact in people's lives.

As provinces, I know—and, of course, there is a lot that we can do and we are doing on our own, in healthcare, in education and beyond—any measure of leadership demands tough decisions today at every level of government. That is the *only* path to a better future, and it is a path that we are very proud to walk here in Ontario. But the nature of our federation is such that greater achievement is possible when there is genuine cooperation between federal, provincial and territorial governments. And that is especially true when governments are of the same mind about how best to address the challenges of the day. Finding that alignment is really important.

So today I want to focus on five key areas where national leadership can help improve the lives of people in Ontario and, indeed, in the whole of Canada. The first is the fight against climate change. Climate change represents the single, greatest threat to our health and prosperity for today but most seriously for generations to come. It is our responsibility to confront this challenge.

Here in Ontario, we are moving forward. The closure of our coal-fired power plants represents North America's single largest initiative to combat global warming, and we are joining the farsighted jurisdictions of the world by introducing a cap in trade system to reduce greenhouse gas emissions. And we intend to link our carbon market with California and Québec under the Western Climate Initiative.

In fact, I am going to be traveling to California in the near future. We are going to be discussing cleantech and other important initiatives where we can learn from each other.

And the reality is that, so far, almost all of Canada's momentum on the climate change file has been generated by the provinces. I will just say that again: *Has been generated by the provinces*. And that is the *national* success, but it has been generated at the provincial level. And, here in Ontario, we are very proud to be at the forefront of that progress. Some national governments cannot and are not waiting to be told that it is time to act. We are showing the way, and we are demonstrating that good environmental policy is also good economic policy. But we need national leadership as well. In particular, Ontarians need a federal government that will step up and deliver support for energy saving, retrofits, investments in clean energy along with stable funding for public transit in partnership with our government and municipalities. So those are very specific things that the federal government could be doing to support provinces and support municipalities.

Our international reputation, *Canada's international reputation*, would be enhanced by a prime minister who is willing to accompany the premiers to this fall's Paris conference on climate change and, at the same time, take on a real and meaningful leadership role not only at the negotiating table, but on a day-to-day basis and, in fact, that is the only way that Canada will become a true leader in the fight

against climate change.

To be blunt, we cannot afford another decade of inaction. We have to move beyond words and indifference. We have to adapt. We have to change. We have to innovate, and all of that begins with a national government that is willing to show real leadership on climate change.

The second area is improving and advancing Canada's place in the world. Now, I was just talking about our place in the world vis-à-vis climate change, but there is a more general issue about Canada's place in the world. In particular today, I would like to talk about how we welcome the world to our province and how we compete in the global economy.

We have all been moved by the heartbreaking plight of Syrian refugees. Ontario is ready and willing to accept more refugees and to help them to settle here.

We recently announced \$10.5 million in new funding to support relief efforts in the region and to help expedite the settlement of refugees across the province. But here is the thing: The number of refugees entering our province and how quickly they can arrive is at the sole discretion of the federal government, and the current federal system is not moving fast enough to meet the urgent needs of refugees nor is it moving fast enough to meet the high expectations that Canadians have for our country to act with compassion as we have done throughout our history. So it is absolutely necessary and critical to have in place the right security

measures and requirements for documentation. No one would argue with that, but, even within those parameters, I believe that there is more that can be done to expedite the process, and we need national leadership that steps up to meet the challenge of that humanitarian crisis. We need national leadership to help those whose lives, through no fault of their own, are defined by chaos, hardship and threat. So I will continue to call on the federal government to do that.

Just another bit on the Canada's place in the world: Canadians also require more active leadership on trade. The hard reality is that we continue to lag behind many countries when it comes to accessing certain markets, especially in Asia, so, as a result, our economic potential is not being fully realized. Now, I realize that there is a trade agreement that has apparently been signed. We do not know the details of that agreement at this point, but, in Ontario, our going-global strategy is about building on the connections of our diverse population. So we recognized already that this is critical. Last fall, I traveled to China with representatives of our cleantech industry. We did a billion dollars' worth of deals. We sowed the seeds for future opportunities that will further advance our partnership because it is not enough to play lip service to building trade relationships. We need to do a better job of selling ourselves to the world and, in fact, that is what people from around the world say to me is that we need to be better about telling our Ontario story. So that

is why I will be returning to China this fall on a second trade mission, and, in early 2016, I will lead a mission to India with a focus on sustainable development and infrastructure. I will follow that with a springtime trade mission to Israel with companies involved in healthcare and life sciences research and development.

But, again, to compliment the work that we are doing as a province and to achieve our full potential, we need that national leadership that understands the federal role in establishing a stronger foothold in Asia and other important markets on the ground with those strong relationships.

That brings me to the third area: Transit and infrastructure. It is so important that we invest today to reduce traffic congestion and renew our essential infrastructure all across the province, not just in the GTHA. We are already demonstrating our commitment. Our government has a plan and has started to invest more than \$130 billion over ten years, and that is the largest such investment in Ontario's history.

That means the creation of new roads. It means better transit. It means bridges, new hospitals and schools, and it means a renewal of the energy and water infrastructure that need to remain competitive and drive sustainable growth across our economy. Those investments do drive our competitiveness. They drive our productivity. It also means that we need to make tough decisions because all of that has to be paid for. I spoke earlier about the importance

of acting today in order to make those decisions on difficult issues and that that is how you get to a better tomorrow. Broadening the ownership of Hydro One is, for example, one of those difficult decisions. It is not easy, but it is the right thing to do because it is helping us to make the infrastructure investments that we need to build Ontario up. I told people in the election last year that we have to be fiscally responsible and could not just keep borrowing, that we had to leverage existing assets to make new investments.

So we are doing our part, including making those tough decisions, and the federal government can do its part by substantially increasing investment in infrastructure, driving productivity in growth, improving quality of life, reducing pollution and emissions and making our cities and towns even more attractive to the best talent in the world.

The fourth area is working more collaboratively with Aboriginal Peoples. Now I started my remarks by acknowledging the traditional territory, but it goes *way, way* beyond that. Across our country, there is an imperative to build new and better relationships with First Nations, Metis, and Inuit peoples. There is no excuse for *any* government to ignore the abuses of our past relationship nor to stand idly by as our fellow Canadians continue to live in distressing conditions. And, when I talk about that, I am talking about distressing conditions in our urban centres but also in the north on reserve.

We cannot with any integrity talk of a healthy, har-

monious, pluralistic society until we forge a new relationship with the people whose ancestors were here long before most of ours. Our government is playing its part, but this is an area like the others where we cannot do it alone. We need leadership from a national government, *real leadership* that includes a genuine commitment to breaking that cycle of despair. As a start: Accepting and acting on the recommendations of the Truth and Reconciliation Commission—that is a pledge that has already been made by Canada’s premiers—would be a practical and symbolic step in the right direction.

It is also essential that our federal government stop abdicating its responsibility to missing and murdered indigenous women and girls and agree to a national inquiry. What this requires is an understanding of past wrongs and a commitment to change, and it demands forward-looking policies that provide serious hope and meaningful change for today’s Aboriginal youth. Nearly half of the Aboriginal population in Canada is under 25 years of age. These communities are growing at four times the rate of the non-Aboriginal population, so even if, let us say, that you set aside the moral obligation which is acute—but set it aside, that moral obligation, to help Aboriginal communities succeed—the economics alone demand national leadership because, if we fail to improve the education and job prospects of Aboriginal youth today, we will have a serious economic problem tomorrow in the north and in urban centres. So it is

in everyone’s best interest that we have this work underway at all levels of government.

Finally, the fifth area: Pensions. We face a serious challenge in our province and in our country: Young people are not able to save enough for their retirement. That is the fact, and fewer and fewer companies are offering the kinds of pensions that were the norm for previous generations. Only a third of Ontarians have a workplace pension plan. There is an enormous and widening gap between what people are actually able to save and what they will need to maintain a comparable standard of living in retirement, so we need national leadership to address this challenge before it becomes a crisis. And I actually have to be frank because I find myself astonished listening to some of the voices on the federal campaign trail: Only the truly shortsighted could look at a pension contribution and describe it as a tax. We know better. You know better. A pension is a real, tangible and beneficial investment in *our own* personal future and in the future of the province and the country that we share. That is not even splitting hairs. That is just what it is, so, surely, there is no one who doubts that Canadians, our economy, our society have benefited from the creation of a Canada Pension Plan. The lack of leadership from our federal government *forced* us to create the Ontario Retirement Pension Plan. We were not going to stand by and watch hardworking people move toward a retirement in which their standard of living would sharply decline. Under

our plan, every employee in Ontario will by 2020 have the added retirement security of either ORPP or a comparable workplace pension plan. That is the way it should be in a province and a country that places a value on its people and a priority on ensuring that they can experience a fulfilling life in retirement.

So there is a thread that connects these five things and these priorities and actions. They are the foundation of why I have been making this argument throughout this federal campaign. True leadership is about acting today for tomorrow. It is about governing beyond the horizon and beyond the next election day. And government can do a lot. It cannot do everything, and it should not try. Much of the success that we share in Ontario and across Canada is, of course, the result of efforts of private citizens, women and men who have built farms, built businesses, created jobs, formed unions, volunteered in their communities, raised families and formed social advocacy groups and created art. But government can make a positive difference. It can contribute to building a better province and a better country so long as it is led by someone with a passion for service and a clear, sensible plan on how to invest now in a manner that will pay future dividends. So we must think beyond tomorrow, no matter what the challenges are that that thinking brings. And, frankly, that is my understanding of what we have always done in Canada. That is how we have built such a successful and enviable country—whether it is the

Canadian Pacific Railway or the CPP, or whether it is Medicare or free trade, or whether it is the Kelowna Accord. Our national leaders have looked beyond their mandate and beyond their lifetimes to move Canada forward. We need that same leadership today. We need a leader with the courage to invest in Canadians now and work in cooperation with the provinces and territories to build an even more prosperous country.

So I want to reiterate, as Premier of Ontario, I will work in partnership with any Prime Minister who is truly dedicated to building our country, but I also want to be direct with you: In this campaign, I believe that only one party has demonstrated a genuine commitment to make the investments that Canadians need today—investments that will create jobs and fuel economic growth for tomorrow and beyond. And you will not be surprised to hear that—maybe you will. Do you know what I am going to say? You will not be surprised to hear that it is why I hope that, on October 19th, the province that embraced me and my party last year will support Justin Trudeau’s Liberal Party and their clear plan. It is not like I have not said it before.

That is the position that I am taking, but let me conclude with this. Most of you in this room will be familiar with the legacy of Nellie McClung. She was the daughter of an immigrant farmer. Nellie was formally schooled for only a handful of years, and she did not learn to read until she was ten, and yet she became a prolific author and

an outspoken advocate for women's rights. On Parliament Hill, not far from the majestic statue of Wilfrid Laurier, there is a monument to McClung and the other members of The Famous Five. It is a representation of perseverance and ambition. It is a reminder of what we can all achieve when we set our minds to it. Nellie McClung spoke and wrote passionately about the urgency of progress. There is a simple but inspiring line that she used that has stuck with me, and she said and I quote, "Yesterday's successes will not do for today."

We should be proud of our past accomplishments, but we have to be motivated by the need to press on as we search for true equality, greater opportunity and security for all. Those are such important goals, and we have to keep reaching for them. But achieving them today requires bold and confident national leadership, so when you make your choice on October 19th, I hope you will be thinking not only of today, not only of ourselves today, but also of tomorrow and the *many, many* lives that are going to be shaped by the decision that we make together. *That* is the thought I hope you take into that ballot box.

Merci. Meegwetch. Thank you.

Note of Appreciation by Thomas Chanzy, Director, Empire Club of Canada

Thank you, Gordon. My name is Thomas Chanzy, as Gordon just said. I am the Vice President of Public Affairs at the Ontario Trillium Foundation. I am not speaking on behalf of the Foundation. I am speaking because I am a Director at the Empire Club of Canada as well, and it is an honour for me to thank Premier Wynne on behalf of the Empire Club and its guests today. We have been privileged, the Empire Club, these recent days with the visit of the Premier of Alberta on Friday and the visit of the Premier of Ontario today. Thank you for your passionate speech on the topic that I know is close to your heart. It was pretty obvious. I am not going to comment. That is not my role. I will leave it to the media in the room, but when I say that you delivered a passionate speech, I really mean it. You were blunt. You were direct. You spoke with passion. You spoke with determination. You spoke with sincerity. I have had the chance to hear you speak publically many, many times, and, every time, we can feel how authentic you are, and, every time, we can feel how genuine you are. It is something that we hear a lot when you speak from the people who are listening to you.

I think that speaks to your character, and every time I listen to you deliver a speech, it reminds me of one of the first times I met you. You may not remember it, Premier,

but allow me to remind you, and we have not prepared this, so you do not know what I am going to say. But you know I am in the communications field. I need to tell a story to thank you today, so allow me to share a personal story with our audience.

For those in the room who do not know me, I actually worked at Queen's Park for five years. I worked for Madeleine Meilleur, who is in the room. I was a communications advisor and then her Chief of Staff, and I joined Mme Meilleur in 2008. At the time, you were Minister of Education, and I swear I had the accent before working for Mme Meilleur. So one of my first assignments when I joined Queen's Park was actually to work with the office and with my good friend, Pierre Cyr, who is here, to organize monthly Francophone social events for you. I believe that at the time you took summer classes in Trois-Pistoles in Québec, and you wanted to practice your French with French-speaking people living in the GTA. You remember? Yes? So this is why I am telling this story: What was fascinating is that at those gatherings, you did not know who would show up. Like, Pierre and I were sending invitations, and you were very open, direct, very candid and ready to talk to anybody who would show up at those events. They were not focus groups. There was no agenda at all. You just wanted to speak French on matters that were on people's minds at the time. Why I am telling this story is because I could see again the candor, the sincerity that you showed at

those Francophone social events. And I am sure that I am speaking about those Francophone events because I know them, but I know you behave the same way with all the other communities. So some in the room may not agree with your policies or your ideas, and that is fine. But there is one thing that we can all agree on: Today you spoke with passion. You spoke with determination, as I said. And, in fact, you spoke from your heart, and, Premier, thank you, for opening your heart to the Empire Club today. Thank you. Merci.

Concluding Remarks by Dr. Gordon McIvor

Thank you, Thomas, and, thank you, once again, Premier. I would like to also thank our generous sponsors today. Ladies and gentlemen, Northland Power, for sponsoring our main event, Manulife for sponsoring the VIP reception and Bell Canada for sponsoring our student table. Also I would like to thank the *National Post*, which is our national media sponsor and Rogers Television, our television broadcaster. We would also like to thank Mediaevents.ca, Canada's online event space, for live webcasting today's event right around the world.

Please, follow us on Twitter at @Empire_Club and follow us online at empireclub.org. You can also follow us on Facebook, LinkedIn, and Instagram.

And, please, join us again. We have got some great events coming up this fall. Ladies and gentlemen, next week we have Dr. Graham Sher, the CEO of Canadian Blood Services, stopping by. He will be here on October 13th at the Arcadian Court. The following day, October 14th, Michael Medline, the President and CEO of Canadian Tire, will be at the Arcadian Court as well. And, while I see so many red ties in the room, I should also mention that Minister Glen Murray will be joining us on November 5th at the Sheraton Hotel. And, finally, on December 8th, you will not want to miss the Governor of the Bank of Canada, who is going to come by and do a major address on Canada's economic

performance over the past year and how that bodes going forward for 2016.

Thank you, ladies and gentlemen, for your attendance today. This meeting is now adjourned.