

Greetings to all SGH Members & Sponsors!



Welcome to the Spring (it is Spring, right?) edition of our Chapter Newsletter. We have had a tremendous start to 2013. Our Chapter continues to grow with 4 new members so far this year. We also have another 3 people on a trial membership.

Our program offerings have included 2 FEI Eye-Openers that were both well attended as well as our new Manufacturing Series. The first of three events, hosted by Norm Col & Deloitte's was held at The Observatory at Spencer's on the Waterfront on February 13, 2013. We had a terrific turnout! We're looking forward to seeing many of you at our 2nd event in the series being held on May 8th, also at Spencer's.

For those that aren't aware, we have also added variety to the locations for our monthly Dinner Meetings. Our March meeting was held at the Harbour Banquet and Conference Centre on the waterfront in Bronte and we will be returning there for our May 16th dinner. I hope that you can join us and that our members find this location convenient.

We've also hosted our 3rd WFEN event on April 25th at the Mississauga Golf & Country Club. We had a record turnout with 40 women joining us to have an interactive dialogue with Jane Allen, Chief Diversity Of-

ficer at Deloitte. It was a great evening with many new faces at our Chapter dinner that immediately followed.

In just a little more than a month from now, FEI members from across the country will be gathering in beautiful Lake Louise for our Annual Conference. If you have not already registered, I strongly encourage you to do so. There is a great program line-up. On the social front there is the option of a "play your own ball" 18-hole golf tournament as well as 9-hole traditional scramble format. Please visit FeiCanada.org for all the Conference highlights. For those of you living in the west end, Westjet offers direct flights from Hamilton to Calgary. Getting in and out of the Hamilton airport is a breeze so you may want to consider that option when making your travel arrangements.

Most importantly, at this year's conference we'll be joining together to congratulate our very own Tom Evans, this year's recipient of the Frank S. Capon Award.

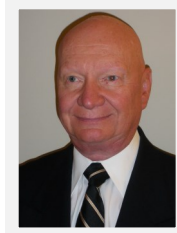
Finally, I'd like to take this opportunity to thank each and every one of you for your commitment to our Chapter. Our success as a Chapter is a direct result of your individual participation!

I look forward to seeing you at one of our upcoming events.

- Elysia Estee,
Chapter President



Tom Evans Awarded 2013 Frank S. Capon Distinguished Service Award



Tom has been an active member of FEI Canada since 1987.

Each year, FEI Canada awards one member from across the country with the Frank S. Capon Award. This award is a tribute to Mr. Frank S. Capon, who was an outstanding FEI Canada member for 57 years, and is credited for bringing FEI to Canada in 1948.

This year, our very own Thomas L. Evans, CMA, ICD.D is the recipient of this accolade. And I can't think of anyone more deserving for the outstanding contributions he has made to our organization through the years.

Tom has been an active member of FEI Canada since 1987. He was a director of FEI Canada's Board of Directors for eight years, serving as its Chair in 2005/2006. Tom has been a director of the Advisory Council of the Canadian Financial Executives Research Foundation (CFERF) since 2008 and has served as its vice-chair since 2011. He was president of the Southern Golden Horseshoe (formerly Hamilton) Chapter and has been chair of the chapter's program committee, is currently chair of its sponsorship committee, and he has been a member of the

chapter board for many years. Also interested in FEI Canada's advocacy efforts, Tom is currently a member of the Taxation and Governance and Risk committees of FEI Canada's Policy Forum.

Tom is a veteran business leader and currently a business advisor with StratAdvisory Associates. He has experience in a wide scope of executive positions, primarily in the insurance industry. Tom was Chief Agent and Business Leader at GE Employers Reassurance Corp., General Manager of Finance and Administration for the County of Simcoe, and Vice President - Finance and Secretary-Treasurer at Revios Reinsurance. Tom has participated on a number of boards, including New York Life Insurance Co. of Canada, Revios Reinsurance, The Burlington Art Centre, the Tax Executives Institute and Life Insurance Institute of Canada, which he chaired.

We hope you can join us in recognizing Tom for his long-standing contributions to FEI Canada and the financial community at large at FEI Canada's annual conference, which will be held in Lake Louise, Alberta from June 5-7, 2013.

Congratulations Tom!

Annual Conference 2013 in Lake Louise, Alberta

Join your FEI colleagues in Lake Louise, Alberta for FEI Canada's 2013 Conference, which will be bursting with educational sessions, networking events, as well as an opportunity to connect with some of your most valuable partners in one of the world's most widely acclaimed "bucket list" destinations.

The 2013 Conference Committee is looking forward to welcoming you to Lake Louise and will be working hard to deliver conference content and social programs second to none. Join us for the experience!

[Register now](#) for the 2013 FEI Canada Conference at The Fairmont Chateau Lake Louise, in Lake Louise, Alberta from June 5-7, 2013.

Taking positive action: New opportunities to reduce taxes



RBC Wealth Management
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The Dool Team of RBC Dominion Securities
www.doolteam.ca

When you work for your investment income, the last thing you want to do is see your returns eroded by taxes. But at least you can do something to protect the money you do make. Following are several strategies that can help you reduce your family's tax bill.

A historic opportunity right now: The Spousal Loan Strategy

If you pay taxes at the highest rate, you know just how punishing Canada's marginal tax system can be. But if your spouse earns little or no taxable income, you currently have a historic opportunity to reduce your family's overall tax bill using the Spousal Loan Strategy. Here's how it works. First, you make a loan to your spouse, which is backed by a simple promissory note setting out the terms of the loan. Then your spouse invests the entire loan amount in their own name. This way, the investment income is taxed at your spouse's lower marginal rate - reducing your family's overall taxes.

To ensure the income is taxed in your spouse's hands - and not yours - your spouse must pay you interest at a certain rate, which is set by the Canada Revenue Agency (CRA).

Currently the CRA-prescribed interest rate on spousal loans is 1%, creating an unprecedented opportunity to maximize this proven, yet often overlooked strategy. Bear in mind the rate may be different after June 30, 2013 (it is reviewed every quarter), so consult with a professional advisor for the latest.

Helping your family while reducing taxes: The Family Trust

You could be looking at some large capital gains over the next few years as the stock markets recover. While this is welcome news, capital gains are of course taxable outside a non-taxable account. One way you can reduce these taxes is through the RBC Dominion Securities Family Trust. With the RBC Dominion Securities Family Trust, you can effectively transfer the tax obligation for the taxable income generated in the

trust to your children or grandchildren. Because of the basic personal amount they can claim on their tax returns, they can each earn up to approximately \$50,000 in tax-free income, depending on the income mix generated in the trust (varies by province of residence).

To qualify for the tax break, the income generated in the trust must be used for the benefit of, or be made payable to, the beneficiaries of your RBC Dominion Securities Family Trust. If you are currently paying for things like your children's education costs from your after-tax income, the Family Trust can make a lot of sense. When properly structured, you don't pay taxes on the capital gains earned within the trust, so your dollar goes a lot further in covering this sort of cost.

Earn tax-free investment income

The Tax-Free Savings Account (TFSA) is a no-brainer for anyone looking to reduce taxes. With the TFSA, you can earn tax-free investment income and make tax-free withdrawals any time you want for any reason. You can contribute up to \$5,000 annually for 2009-2012, and \$5,500 per year starting January 1, 2013. While this may seem like a small amount now, over time it can make a big difference, especially with the effect of tax-free compound growth.

Please contact us at 1-800-668-6285 or doolteam@rbc.com for more information about these and other tax-reducing strategies.

*This article is supplied by Paul Speziali, a Financial Planner and Associate Investment Advisor with The Dool Team of RBC Dominion Securities Inc. * Member-Canadian Investor Protection Fund. This article is for information purposes only. Please consult with a professional advisor before taking any action based on information in this article.*

You currently have a historic opportunity to reduce your family's overall tax bill...

Facebook Posts Breached Confidentiality Agreement

LERNERS

LAWYERS

The decision of the Human Rights Tribunal of Ontario (“HRTO”) in *Tremblay v. 1168531 Ontario Inc.* serves as yet another reminder that Facebook postings can have significant consequences. It is also the first decision before the HRTO where a breach of confidentiality has been found.

The Applicant, Trish-Ann Tremblay, was employed by a fast food franchise in Cornwall, Ontario. She and her former employer were able to reach a settlement following a mediation, and signed Minutes of Settlement which included the following clause:

2. The Applicant and the Respondents agree to maintain confidentiality of the terms of these Minutes of Settlement, and shall not discuss or disclose the terms of the settlement with anyone other than immediate family, or legal or financial advisors, or as required by law.

The following day, the Company learned of a series of Facebook postings by Ms. Tremblay during and immediately following the mediation:

Sitting in court now and _____ [blank in original posting] is feeding them a bunch of bull shit. I don't care but I'm not leaving here without my money...lol.

Well court is done didn't get what I wanted but I still walked away with some...

Well my mother always said something is better than nothing...thank you so much saphir for coming today....

Upon discovering these postings, the Company refused to pay the settlement funds agreed to.

Both parties then filed Applications for Contravention of Settlement with the HRTO. The Company argued that Ms. Tremblay's breach of the confidentiality rendered the agreement null and void, and it should not have to pay Ms. Tremblay anything as a result. Ms. Tremblay did not deny that she wrote the postings, but argued there was no proof she was speaking about the Company as she did not mention them by name. She also argued that Facebook was private and there was no mention of the amount of the settlement.

In determining the appropriate remedy, the HRTO member considered the fact that the exact settlement figure was not disclosed. The HRTO member also considered the public nature of Facebook, particularly in a small community such as Cornwall, and stated that Ms. Tremblay's assertion that Facebook was “private” was not supported by the ease with which the Company discovered the postings.

Ultimately, the HRTO member concluded that both parties had breached the Minutes of Settlement and ordered that the Company pay the settlement amount owing plus interest, but deducted \$1,000 to remedy Ms. Tremblay's breach of confidentiality. The decision states, “A breach of the confidentiality provision in a settlement is a significant breach of the agreement. Confidentiality can be important to all parties in resolving disputes. If these provisions are routinely ignored by applicants there may be a disincentive for respondents to settle human rights applications”.

This decision clearly demonstrates the need for parties engaged in any form of mediation or settlement negotiations to ensure that any confidentiality clauses in Minutes of Settlement to protect confidentiality are carefully reviewed. Parties may want to consider whether to include or avoid statements about the consequences of the breach of a confidentiality clause to avoid the uncertainty that arose in this case about the consequence of a breach. It also serves as a reminder that the importance of respecting confidentiality clauses should be emphasized to parties who agree to Minutes of Settlement including such a clause.

Jennifer Barlow is an associate at the London, Ontario law firm, Leners LLP and practices commercial litigation law. See Jennifer's [professional biography](#)² for more information about her work in the area of commercial litigation or email her at jbarlow@leners.ca.

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Childcare Obligations Protected Under “Family Status” - so says Federal Court *But what does this mean for employers?*



Most human rights legislation in Canada prohibits discrimination in employment on the basis of “family status.” However, the scope of this protection and, in particular, whether it covers standard childcare obligations has been unclear due to considerable divergence in the case law. Moreover, the recent trend in family status case law has left some employers fearing that each and every conflict between work and childcare must be accommodated. This is not accurate.

The Federal Court’s decision in *Johnstone v. Canada* represents the latest judicial pronouncement on the issue. While the decision determines that parental childcare obligations fall squarely within the protected ground of ‘family status’ the Court made it clear that not every tension that arises in the context of work-life balance can or should be addressed by human rights jurisprudence, and that *process* is as important as result.

Ms. Johnstone’s complaint

Initially heard by the Canadian Human Rights Tribunal, Ms. Johnstone alleged her employer, the Canadian Border Services Agency (“CBSA”), discriminated against her on the basis of family status by failing to accommodate her parental childcare obligations. Both Ms. Johnstone and her husband worked irregular rotating shifts as CBSA Officers. After the birth of their children, Ms. Johnstone wished to retain her full-time status, but requested she be scheduled on fixed day shifts asserting she would otherwise be unable to arrange suitable childcare.

CBSA refused Ms. Johnstone’s request relying on its unwritten policy that fixed daytime shifts were limited to part-time employees. Ms. Johnstone was offered part-time employment on a fixed-shift basis, but this meant she would no longer be eligible for certain benefits extended only to full-time employees. She rejected the offer and filed a human rights complaint, alleging CBSA had failed to meet its duty to accommodate.

The Tribunal ruled in Ms. Johnstone’s favour, finding CBSA’s refusal to accommodate her scheduling request prevented her from taking advantage of various employment opportunities and amounted to ‘family’ status discrimination.

The Federal Court clarifies matters

CBSA asked the Federal Court to review the Tribunal’s decision, arguing the protected ground of family status did not include standard childcare obligations, and even if it did, Ms. Johnstone’s childcare issues were the result of choices she and her husband made despite their understanding that CBSA employees served a 24-hour, 7-day-a-week operation requiring irregular rotating shifts. These choices included: (i) the family’s decision to move to a small city a significant distance from the workplace; (ii) the decision that Ms. Johnstone’s husband continue working on rotating shifts; (iii) the preference to have their children only in their own care, or the care of family members; and (iv) the decision not to pay for live-in childcare.

The Federal Court upheld the Tribunal’s decision and in doing so made two key findings, important for employers to appreciate.

First, as a matter of law, the Court held that “not every tension that arises in the context of work-life balance can or should be addressed by human rights jurisprudence”. An employer’s duty to accommodate a request based on childcare obligations will only be triggered where the obligation is “one of substance” and the employee has made an effort at self-accommodation by trying to “reconcile family obligations with work obligations.”

Second, as a matter of fact, the Court found the CBSA’s protocol in responding to Ms. Johnstone’s request for accommodation was sorely lacking because it dismissed the request out-of-hand. That is, instead of considering Ms. Johnstone’s circumstances and whether her request could or should be accommodated, the CBSA inflexibly relied on its unwritten policy to deny the request. Having not considered the request on its merits therefore, it was difficult for the CBSA to justify its decision before the Tribunal. It was for this latter reason, the Court found for Ms. Johnstone.

Tips for employers

In light of the Court’s decision in *Johnstone*, and as the issue of family status accommodation continues to evolve, employers are well-advised to consider the following tips:

... not every tension that arises in the context of work-life balance can or should be addressed by human rights jurisprudence...

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Childcare Obligations Protected Under “Family Status” - so says Federal Court *But what does this mean for employers?*



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- **Take childcare-based requests seriously.** Because parental childcare obligations fall within the protected ground of ‘family status’, ignoring or trivializing these requests may lead to a finding your organization has run afoul of human rights legislation.
- **Consider each request for accommodation on its merits.** Applying a workplace rule without regard to the individual circumstances of the employee seeking accommodation will increase the risk of a finding of discrimination. Accordingly, while it is acceptable (indeed advisable) to have and apply a carefully thought-out workplace policy, remember that in doing so each case must be considered on its own merits.
- **Talk to employees about self-accommodation.** An employee has an obligation to make efforts to accommodate him or herself. Therefore, canvass with employees what efforts they have made to reconcile work and childcare responsibilities and take notes of these efforts.
- **Involve employees and think creatively.** Family status accommodation can take a multitude of forms and employers should not feel confined to ‘traditional’ accommodation measures. Involving employees in the brainstorming process may facilitate ‘outside the box’ thinking and the creation of a solution with which everyone can live. Collaboration may also unveil reasonable options neither party had explored or realized even existed.
- **Don’t get too caught up in legalities.** Regardless whether your *legal* duty to accommodate has been triggered, there may be sound business reasons to accommodate childcare-based requests. Supporting employees in their quest to balance work and family obligations, where it’s reasonably feasible to do so, fosters positive employee relations and can stave off costly human rights litigation.
- **Conduct a review of your current workplace policies.** Proactive steps on your part to ensure workplace policies and practices are compliant with human rights legislation may prevent a complaint from ever arising. Policies should be reviewed at regular intervals as well as whenever a shift in the law has occurred.

To learn more and/or for assistance reviewing, preparing and implementing an accommodation policy tailored to your organization, please contact a member of Sherrard Kuzz LLP.

Ashley Brown is a lawyer with Sherrard Kuzz LLP, one of Canada’s leading employment and labour law firms, representing management. Ashley can be reached at 416.603.0700 (Main), 416.420.0738 (24 Hour) or by visiting www.sherrardkuzz.com.

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Involving employees in the brainstorming process may facilitate ‘outside the box’ thinking...



Rethinking Approaches to Hiring Financial Talent To achieve and maintain profitable growth, strong financial teams are in demand.



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A new period of growth is well under way at many Canadian firms, and executives are looking directly to their finance teams to play an active role in driving the growth agenda.

Businesses that want to diversify and take advantage of new opportunities are only going to be as successful as the people they recruit and train. Yet many businesses in Canada report significant challenges in locating specialized financial talent.

Robert Half's recent report "The Finance Function: Setting the Business Growth Agenda" (based on a series of executive roundtables in 2012) examines the role of finance leaders and their teams as enablers of growth.

While skilled and experienced financial candidates are difficult to find – and as a result, in-demand professionals can be difficult to keep – business leaders seem prepared to go the distance for the sake of their organization's future prosperity. Many are willing to offer generous compensation packages and provide tempting perks, such as flexible work schedules and professional development opportunities. Compensation and benefits are just part of the picture however. Finding the talent to round out post-recession finance teams requires an entirely new approach to recruitment, according to roundtable attendees.

Hiring challenges for the finance function

There is a general lack of experienced financial talent available for hire in Canada. And as more employees from the baby boomer generation leave the workforce in the near future, it will only become harder for businesses to find qualified financial candidates to join their organization and begin making contributions immediately.

Most organizations want to recruit a new and harder-to-find breed of financial professional. Many employers seek candidates who know how to "dig" into financial data to identify new business opportunities and have the ability to think critically and make strategic recommendations to management. In addition, it's imperative for candidates to possess solid soft skills – particularly, strong communication abilities.

The generational divide is an ongoing management issue that still hasn't been cracked. Generation Y candidates, while strong in technical abilities, lack many of the less tangible skills that many businesses now seek – but also take time to learn.

Are you ready for your new role?

Those working within the finance function may not yet fully comprehend just how much influence they now have, or how to adapt their role from guardians of the bottom line to business leaders.

It's assumed that candidates will bring technical skills to the table. Because of this, many companies no longer conduct 'Accounting 101' interviews. Instead, they assess leadership skills, customer service philosophy and how a candidate would go about building relationships with stakeholders.

In years past – except for very senior roles in the organization – most hires would be filtered by HR exclusively, and then interviewed by a direct manager or another executive. Now, more people are involved in the HR process than ever before. Companies looking to identify a certain value set may need members of their executive team to sit down with key candidates.

What else are Canadian employers looking for in today's finance candidates? Proactivity. Roundtable participants cited the virtues of offering solutions and looking at different ways of doing things. More and more, soft skills are becoming the distinct value creators that separate one candidate from another.

Get the full report: [The Finance Function: Setting the Business Growth Agenda](#) at www.roberthalf.ca.

This article is provided courtesy of Robert Half Management Resources, North America's largest consulting services firm providing senior-level accounting and finance professionals on a project basis. For further information, visit www.roberthalfmr.com or follow Robert Half Management Resources on Twitter at twitter.com/roberthalfmr

***What else are
Canadian
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today's finance
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Canadian Indirect Tax News

Export controls - why this issue is climbing to the top of C-suite agendas



Today, export controls are a high-profile topic. They are one of the key tools used by governments to support national and international security policies and to assist in the prevention of the proliferation of weapons of mass destruction (WMD) and related terrorist activities.

What are export controls? Countries around the world, including Canada, maintain a comprehensive set of export control regulations which restrict the tangible and intangible movement of certain goods, software and technology across borders, regardless of the means of delivery. This includes, for example, providing technical support and even accessing servers from abroad in cases where controlled technology is involved.

Export controls affect companies operating in a variety of industrial sectors. In fact, in many cases, it is not always obvious that goods or technologies are subject to export controls, or that a particular action constitutes an export. For example, in addition to military-related products, export controls apply to many commercial “dual-use” goods, software and technology widely used in oil and gas, mining, nuclear, technology, media and telecommunications, aerospace and defence, life sciences, chemicals and manufacturing.

While businesses have always been subject to export control regulations and enforcement, three key trends are making this topic a key strategic issue at the top of the corporate agenda for many firms:

1. Increase in the size of fines and sentences

Penalties for violating export controls can significantly impact the bottom line. For example, it is not uncommon for enforcement agencies to impose fines in the seven to eight figure range. In addition to financial penalties, corporate violators also face significant business disruption and reputational damage, such as loss of contracts, drop in share prices, and supply chain delays. Earlier this year, a large Canadian company was fined US\$75M and statutorily debarred for violating US export controls.

More and more, enforcement agencies are seeking fines and custodial sentences against senior management and persons directly involved in non-compliant activity, in addition to fines against the corporation. For example, recently, a Canadian businessperson was sentenced to over four years in prison for violating Canadian export control regulations.

2. Increase in enforcement activities and global coordination

With the increase in terrorist activities, global conflicts and efforts to prevent WMD proliferation, governments globally have adopted a more aggressive approach to enforcement, with more companies being found in violation of export controls than ever before.

Enforcement agencies are also working together more closely to identify potential violators. For example, customs agencies in an importing country are screening imports and communicating potential violations to enforcement agencies in the exporting country. This has resulted in seized shipments, supply chain disruption, and investigations and audits by export control authorities.

3. Increasing complexity of global supply chains

Effective supply chain strategies are more important than ever before. Increasing international collaborations and logistics integration mean that companies must embed compliance with export controls regulations spanning multiple jurisdictions into supply chain strategies. In addition, businesses must also address US export controls regulations which are extraterritorial in nature and apply to US-origin goods, technology or software, US companies or US persons, wherever located. For example, goods manufactured in Canada may be subject to US export control regulations if US-controlled technology was used in the process.

In light of these trends, it is easy to see why export control compliance has become both a strategic issue and an operational imperative for companies.

... it is not always obvious that goods or technologies are subject to export controls...

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Canadian Indirect Tax News



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Businesses that have invested in a leading practice internal compliance program (ICP) understand the benefits of approaching this subject strategically and enjoy a competitive advantage over companies that continue to view export compliance solely as an administrative issue. Creating a leading practice ICP can yield positive returns. Given the strategic importance of export compliance and the multidisciplinary expertise required to properly develop and implement effective ICPs, more and more companies are turning to outside advisors to build or enhance ICPs and to optimize global trade strategies.

When approached strategically, managing export compliance can minimize risk, improve performance, and reduce costs. And at the end of the day, isn't that what running a business is all about?

Deloitte's market leading Export Controls team has a global reputation for its quality and expertise. We have helped many clients, including Fortune 100 and FTSE 100 companies, develop and optimize their global trade strategy, so that the movement of goods and technology enables their overall business goals. Our team has a thorough understanding of the export control challenges faced by companies, including complying with Canadian, US, EU and other national export control and sanctions regulations. To find out more about how Deloitte can help you strategically manage export controls compliance, please contact your Deloitte advisor.

*~ Alison Brady
Deloitte Vancouver*

A Global Financing Strategy

Raising capital at the lowest possible cost, formulating capital structures and utilizing such capital to produce maximum value for your organization is a vital component to your success and the viability, profitability and future growth prospects of your firm. So when expansion plans consists of raising capital in a foreign currency; the utilization of a foreign bank and the exposure to interest rate differentials can add great complexity to achieving desired results. A currency swap is an effective tool that can be utilized to mitigate the risk and cost uncertainty associated with raising a foreign liability.

As an example, suppose a Canadian company is planning on expanding to Mexico and is required to raise capital in Mexican Pesos to finance its project. This company will also generate revenues in Mexican Pesos from the expansion. Let's assume this company has advantageous borrowing capacity in Canada with its local bank in Canadian dollars. Mexican interest rates on average are 3% higher than Canadian interest rates; the differen-

tial can be greater without a strong banking relationship in Mexico. In order to minimize its cost of capital, this company can borrow in Canadian dollars and enter a currency swap for Mexican pesos. Future Peso receivables can then be exchanged for Canadian dollars at the predetermined exchange rate of the swap without suffering any losses from market fluctuations.

Currency swaps are excellent asset/liability management tools that can help your organization reduce borrowing costs via the exchange of a liability or an asset. In our example, a required peso note was made into a dollar liability with a currency swap in order to reduce financing costs.

*~ Marco Medeiros, CMA
Corporate FX Trader*

If you would like to learn more about currency swaps please contact Western Union Business Solutions at: 905-523-6004



business solutions

***Currency
swaps are
excellent
asset/liability
management
tools...***

2014 Annual Conference Planning Committee

The planning of a good conference starts before the current one is finished. This helps members observe the current one and bring new ideas and improvement to the next one.

The FEI Canada Annual Conference 2014 is going to be held in Niagara Ontario at the Marriott Resort Hotel and Niagara/ Scotia Convention Centre.

The Conference Program Committee has been meeting since November 2012 to

build a strong reason for you to attend.

We are now forming the Conference Planning committee which will be a National Committee to oversee the planning of the entire event.

There is also a need for volunteers to plan the golf and social events. Please contact Bob Rollwagen at bobrollwagen@gmail.com or Rosemary Petrossi at FEI.SGH@gmail.com so you can join the team.

Upcoming Chapter Events

SGH Chapter Manufacturing Series with Deloitte - May 8, 2013

Part 2: Manufacturing around the world - The economic imperative
Speaker: Hon. Pierre Pettigrew, Executive Advisor, International for Deloitte Spencer's on the Waterfront

SGH Chapter Dinner - May 16, 2013

Driven to Compete
Speaker: Harvey Dyck, Senior Vice President Finance & Administration, Pioneer Energy
 Harbour Banquet and Conference Centre

FEI Canada Annual Conference in Lake Louise - June 5, 2013

The Fairmont Chateau Lake Louise

Annual SGH Chapter Social - June 13, 2013

Entertainment: The Latinos Latin Band
 Compass Restaurant

And stay tuned for more information on these events:

SGH Chapter Dinner - September 19, 2013
Managing Technology, Assets, Risks and Costs

SGH Chapter Dinner - October 17, 2013

SGH Chapter Dinner - November 14, 2013
Featuring Creemore Springs

SGH Chapter Dinner - December 5, 2013
Economic Update

**To receive notification of these events via email, contact fei.sgh@gmail.com.*

New Member Resource on Website

*We invite you to visit our [website](#) where you'll find a new Member Resource section supported by our sponsors. This section contains informative articles and videos that are relevant for our members. Take a moment to visit the [Member Resource](#) page and let us know what you think. We are always open to feedback that will enhance your member experience.

About our Organization

Welcome to the Southern Golden Horseshoe Chapter of Financial Executives International Canada.

Our chapter provides a great forum for peer networking by CFOs and other senior financial executives who want to meet quality people and share with others solutions to the crucial issues that confront them daily.

Our FEI dinner meetings, professional development seminars and informal outings focus on the highest quality speakers and entertainment to facilitate the flow of new ideas, perspectives as well as sound career and business decisions.



southern golden
horseshoe chapter

Financial Executives International—Canada's pre-eminent association connecting financial executives through networking, knowledge exchange, advocacy and ethical leadership.

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