



Leadership beyond finance

# ANNUAL CONFERENCE MONTREAL

Fairmont The Queen Elizabeth Hotel  
JUNE 8-10/2016

#FEICanada16

*Driving  
Success*



PRELIMINARY PROGRAM

# WELCOME TO MONTREAL



Montreal is a city whose enthusiasm, joie de vivre and rich cultural heritage are legendary. With a passion for fabulous food, exciting nightlife and making every day a celebration, Montrealers really know how to enjoy life.

Montreal is certainly the most original city in North America. Their French and English speaking duality give a character to the city you won't find anywhere else. Old Montreal is a jewel: you will find architecture from the 17th century with a concentration of 19th century buildings that's quite unique. You will feel a bit like you're in Europe.

While in Montreal stay and play. Take part in the excitement of the Grand Prix, which begins on the last day of our conference. It's not just about the race, it's about a whole city coming alive with excitement.

The Cirque du Soleil will be performing during conference time as well. Recognized around the world, Cirque du Soleil has constantly sought to evoke imagination, invoke senses and provoke emotions.

With so much to discover, you don't want to miss Montreal this year!

FEI Canada's 2016 conference is a must-attend event for all our members and their guests!

FEI Canada's annual national conference and exhibit forum provides a platform for the best and brightest in our country to come together to network, exchange ideas, learn and find solutions to current challenges.

This conference will provide the necessary tools to implement success and resources to keep pace in these demanding times.

Here's a look at what the FEI Canada conference has to offer:

**Six captivating keynotes presented by the following keynote speakers:**

- **Michael Denham**, President & CEO, BDC
- **Richard Dufresne**, EVP & CFO, Weston
- **Éric Gaudet**, Partner, McKinsey & Company
- **Clément Gignac**, SVP & Chief Economist, iA Financial Group & former Québec Minister of Economic Development
- **Isabelle Hudon**, Executive Chair, Quebec for Sun Life & former CEO, Montreal Chamber of Commerce
- **Alexandre L'Heureux**, CFO, WSP
- **Marie-Josée Lamothe**, Managing Director, Branding & Managing Director, Quebec Google Canada
- **Scott Milligan**, EVP & CFO, Morneau Shepell
- **Maarika Paul**, CFO, Caisse de dépôt et placement du Québec (CDPQ)
- **Chris Ragan**, Chair, Canada Ecofiscal Commission & Associate Professor McGill University
- **Calin Rovinescu**, President & CEO, Air Canada
- **Michael Sabia**, President & CEO, Caisse de dépôt et placement du Québec (CDPQ)

**Four concurrent sessions presented by executives and thought leaders such as:**

- **Hashim Ahmed**, Interim CFO, Jaguar Mining Inc.
- **Susan Campbell**, VP Finance, Cineplex & Vice Chair CCR

- **Xerxes Cooper**, VP & CFO, IBM Canada
- **Bernard le Duc**, Executive VP, Corporate Services, Bell Canada
- **Arthur Gitajn**, CFO, SAP Canada
- **Janice Noronha**, Director, Sustainability and Climate Change, PwC Canada
- **Bill Ross**, Business Executive, Vercerta Inc.
- **Michael Ross**, CFO, Dollarama
- **Brint Ryan**, Chairman & CEO, Ryan LLC
- **Francois-Xavier Souvay**, CEO, Lumenpulse Inc.

**New this year!**

**Round table discussions addressing business issues and best practices on:**

- Creating a positive work environment
- Foreign Exchange
- Grants & Incentives
- Growing your digital business
- Guide to CFO Success
- Implementing the new audit report
- IT trends for CFOs
- Planning your path to retirement
- Surviving a tax audit
- Taking advantage of social media platforms
- Treasury strategies
- What keeps boards & audit committees up at night
- Work life balance

## National Strategic Partners



# PROGRAM AGENDA





# PROGRAM AGENDA

## PROGRAM AT A GLANCE

### Tuesday, June 7

11:00 am - 8:00 pm	Registration/information desk open
5:00 pm - 5:30 pm	Annual general meeting All members invited!
5:30 pm - 8:00 pm	Early arrival reception - members and guests

### Wednesday, June 8

7:00 am - 3:30 pm	FEI Canada - Robert Half Golf Tournament sponsored by  Robert Half
7:30 am - 9:00 am	Breakfast - early arrivals & guests
8:00 am - 8:00 pm	Registration/information desk open
5:00 pm - 6:00 pm	New member reception
6:00 pm - 8:00 pm	Welcome reception in exhibit hall Sponsored by 

### Thursday, June 9

7:00 am - 5:00 pm	Registration/information desk open
7:30 am - 8:40 am	<b>BREAKFAST SEMINARS</b> Concur, RR Donnelly, SAP
8:45 am - 9:10 am	<b>WELCOME AND OPENING REMARKS</b> <i>Michael Conway</i> , President & CEO
9:10 am - 10:00 am	<b>KEYNOTE ADDRESS</b> <i>Michael Sabia</i> , President & CEO, Caisse de dépôt et placement du Québec, (CDPQ)
10:00 am - 10:30 pm	Networking & coffee in exhibit hall
10:30 am - 11:45 am	<b>KEYNOTE ADDRESS</b> <b>CFO PANEL</b> <i>Alexandre L'Heureux</i> , CFO, WSP <i>Richard Dufresne</i> , EVP & CFO, Weston <i>Scott Milligan</i> , EVP & CFO, Morneau Shepell <i>Maarika Paul</i> , CFO, Caisse de dépôt et placement du Québec, (CDPQ)
11:45 am - 1:00 pm	<b>CONCURRENT SESSIONS</b> <b>ACCELERATING GROWTH</b> <i>Michael Ross</i> , CFO, Dollarama <i>Brint Ryan</i> , Chairman & CEO, Ryan <i>Francois-Xavier Souvay</i> , CEO, Lumenpulse Inc. <b>TECHNOLOGY FORUM</b> <i>Xerxes Cooper</i> , VP, CFO, IBM Canada <i>Arthur Gitajn</i> , CFO, SAP Canada <i>Bill Ross</i> , Business Executive, Vercerta Inc.
1:00 pm - 2:00 pm	Lunch in exhibit hall
2:00 pm - 3:15 pm	<b>CONCURRENT SESSIONS</b> <b>CONTROLLERS' ROUNDTABLE</b> <i>Hashim Ahmed</i> , Interim CFO, Jaguar Mining Inc. <i>Susan Campbell</i> , VP Finance, Cineplex & Vice Chair CCR

*Bernard le Duc*, EVP, Corporate Services, Bell Canada

#### ENTERPRISE RISK MANAGEMENT

*Janice Noronha*, Director, Sustainability and Climate Change, PwC Canada

3:15 pm - 4:00 pm

#### KEYNOTE ADDRESS

##### FUELING INNOVATION

*Marie- Josée Lamothe*, Managing Director - Branding & Managing Director - Quebec, Google Canada

4:00 pm - 5:00 pm

Distinguished Service Award Reception

5:45 pm - 6:00 pm

Depart for dinner

6:00 pm - 10:00 pm

A dine-around experience to tantalize your taste buds in old Montreal

Sponsored by 

### Friday, June 10

7:00 am - 4:00 pm	Registration/information desk open
7:30 am - 8:40 pm	<b>BREAKFAST SEMINARS</b> Azur Group
8:45 am - 9:00 am	<b>WELCOME &amp; OPENING REMARKS</b>
9:00 am - 10:15 am	<b>KEYNOTE ADDRESS</b> <b>LEADERSHIP PANEL</b> <i>Michael Denham</i> , President & CEO, BDC <i>Eric Gaudet</i> , Partner, McKinsey & Company <i>Isabelle Hudon</i> , Executive Chair, Quebec of Sun Life & former CEO, Montreal Chamber of Commerce
10:15 am - 10:30 am	Exhibitor draw
10:30 am - 11:00 am	Networking and coffee in exhibit hall
11:00 am - 12:15 pm	<b>KEYNOTE ADDRESS</b> <b>ECONOMIC OUTLOOK</b> <i>Clément Gignac</i> , SVP & Chief Economist, iA Financial Group & former Québec Minister of Economic Development <i>Chris Ragan</i> , Chair, Canada Ecofiscal Commission & Associate Professor, McGill University
12:15 pm - 1:30 pm	<b>CONCURRENT SESSIONS</b> Round table discussions
1:30 pm - 2:50 pm	<b>LUNCH &amp; KEYNOTE SPEAKER</b> <i>Calin Rovinescu</i> , President & CEO, Air Canada
2:50 pm - 3:00 pm	<b>CLOSING REMARKS</b> Door Prizes

# KEYNOTE SPEAKERS



# KEYNOTE SPEAKERS

## Opening Keynote Speaker



### **Michael Sabia**

President & CEO

Caisse de dépôt et placement du Québec (CDPQ)

Michael Sabia is President and Chief Executive Officer of la Caisse de dépôt et placement du Québec. Appointed in March 2009, Mr. Sabia is responsible for the strategic direction of the fund and the global growth of the organization.

Before joining la Caisse, Mr. Sabia was with BCE, holding such positions as President and Chief Executive Officer, Executive Vice-President and Chief Operating Officer, and Chief Executive Officer of Bell Canada International. From 1993 to 1999, he occupied various roles with Canadian National Railway, including Chief Financial Officer. He spent the preceding decade working as a senior official in the Government of Canada.

## Leadership Panel



### **Michael Denham**

President & CEO

BDC

Michael Denham was appointed President and Chief Executive Officer of BDC on August 10, 2015. Mr. Denham brings more than 20 years of management experience to BDC, having led large organizations with a pan-Canadian presence.

Based in Montreal since 2001, Mr. Denham most recently served as President and CEO of AquaTerra Corporation. Prior to this, he was the Senior Managing Director of Accenture's Canadian division, a role he held since 2011 after joining the company in 2007. Before this, he was President, Business Process Services with CGI Group, and Senior Vice President, Strategy at Bombardier Inc., where he was responsible for mergers and acquisitions, corporate strategy and global partnerships.



### **Éric Gaudet**

Partner

McKinsey & Company

Éric is a lawyer who started his career with Stikeman Elliott, worked at Bombardier in strategy and aeronautic and worked at McKinsey & Company from 2000 to 2013 where he became a partner in 2006. Éric left McKinsey & Company to become Chief Administration Officer at Camoplast. In February 2016, Éric returned to McKinsey & Company and was appointed Chief Reorganisation Officer.

During his years at McKinsey, he was in charge of the Montreal office, worked in the organization practice and operations practices with manufacturing companies.



### **Isabelle Hudon**

Executive Chair – Quebec and SVP Client Services,  
Sun Life Financial

Ms. Hudon is well known as a businesswoman with outstanding leadership skills. Her strong business experience, boundless energy and deep community involvement helped her forge connections among many organizations. From 2004 to 2008 Ms. Hudon was President and Chief Executive Officer of the Board of Trade of Metropolitan Montreal, where she contributed significantly to the revitalization of the Board's activities. She then served as President of Marketel, a position she held until joining Sun Life Financial.

## CFO Panel



### ***Richard Dufresne***

Executive Vice President and Chief Financial Officer  
George Weston Limited

In July 2014, Richard Dufresne was appointed Chief Financial Officer of Loblaw Companies Limited, adding to his existing responsibilities as Chief Financial Officer of George Weston Limited. As the CFO of two strong Canadian organizations, Richard leads all aspects of finance, including investor relations, treasury, tax, audit, and business synergies. Richard is a highly respected leader in both retail and finance.

Prior to joining George Weston Limited in 2012, he was CFO at Metro Inc., and has previous experience in investment banking, mergers and acquisitions, equity, debt and other types of financings. He holds an MBA from the University of Western Ontario's Richard Ivey School of Business, and a B.Sc. in Actuarial Science from Laval University.



### ***Alexandre L'Heureux***

Chief Financial Officer, WSP

Alexandre L'Heureux joined the Company as Chief Financial Officer in July 2010. From 2005 to 2010, he was a Partner and Chief Financial Officer at Celtic Therapeutics LLLP and a Partner at Celtic Pharma Management L.P. Prior to that, he developed an extensive knowledge of the alternative investments industry as the Vice President of Operations at BISYS Hedge Fund Services.



### ***Maarika Paul***

Executive Vice-President & CFO  
Caisse de dépôt et placement du Québec (CDPQ)

Maarika Paul is Executive Vice-President and Chief Financial Officer. As such, she is responsible for monitoring financial performance, completing treasury operations, measuring and analyzing returns, preparing accounting and financial information, controlling operating expenses, applying best practices in financial governance, and managing business services. Ms. Paul is a member of the Executive Committee.



### ***Scott Milligan - Moderator***

Executive Vice President & CFO,  
Morneau Shepell

Scott is responsible for the corporate functions that manage and determine the financial health of the organization, including financial reporting, processes, control, tax, treasury, real estate, planning, analysis, and investor relations. Scott joined the company in 2009 as Chief Financial Officer. As a member of the senior executive team, Scott plays a critical role in the execution of the firm's overall corporate strategy. This strategy focuses on sustaining or exceeding historical organic revenue growth and profit margins, while aligning the firm's capital structure and ongoing investments with stakeholder expectations and delivering consistent performance and returns to investors over time.



## Fuelling Innovation Keynote Speaker



### **Marie-Josée Lamothe**

Managing Director – Branding & Managing Director – Quebec  
Google Canada

Formerly the top marketer at L'Oréal Canada, Marie-Josée Lamothe is now heading up Google's business strategy development for partners and brands across a broad range of sectors in Canada.

As managing director of branding and Quebec at Google Canada, Marie-Josée works with brands in the consumer products, government, energy, consumer health care, food and beverage and travel sectors, as well as oversee all business-related activities specific to the Quebec office.

## Economic Outlook Panel



### **Clément Gignac**

SVP & Chief Economist, iA Financial Group

Holding a Master's degree in economics from Université Laval, Clément Gignac has amassed a wealth of experience after 30 years in the public and private sectors, including as an MNA and Minister in the Québec government. As Minister of Economic Development, he presented the government's strategy in research and innovation and participated in the creation of its strategy on entrepreneurship. Since December 2012, he has held the position of Senior Vice-President and Chief Economist at iA Financial Group. As well as serving as spokesman on economic matters, he chairs the investment's asset allocation committee and manages diversified funds with assets exceeding \$3 billion.



### **Christopher Ragan**

Associate Professor in the Department of Economics at McGill University in Montreal & Chair of Canada's Ecofiscal Commission

Christopher Ragan is an Associate Professor in the Department of Economics at McGill University in Montreal. He is the Chair of Canada's Ecofiscal Commission, launched in November 2014 with a 5-year mandate to identify policy options to improve environmental and economic performance in Canada. He is also a Research Fellow at the C.D. Howe Institute.

From 2010 to 2013, Ragan held the Institute's David Dodge Chair in Monetary Policy, and for many years was a member of the Institute's Monetary Policy Council. During 2009-10, he served as the Clifford Clark Visiting Economist at Finance Canada, and in 2004-05 he served as Special Advisor to the Governor of the Bank of Canada. Chris Ragan was the President of the Ottawa Economics Association from 2009 through 2011.

## Closing Luncheon Keynote Speaker



### **Calin Rovinescu**

President & CEO, Air Canada

Calin Rovinescu was appointed President and Chief Executive Officer of Air Canada on April 1, 2009. Mr. Rovinescu is also the Chairman of the Star Alliance Chief Executive Board (CEB), the controlling body of the Alliance with each of the 28 member airlines represented by their respective CEO. He is a Member of the Board of Governors of the International Air Transport Association (IATA), and served as its Chairman from June 2014 to June 2015. From 2004 until his re-joining Air Canada, Mr. Rovinescu was a Co-Founder and Principal of Genuity Capital Markets, an independent investment bank. Mr. Rovinescu first joined Air Canada in 2000 as Executive Vice President, Corporate Development & Strategy, where he was Chairman of, and had oversight for many of the airline's businesses including loyalty management (Aeroplan), regional carriers (Jazz) and maintenance, repair and overhaul (ACTS).

# CONCURRENT SESSIONS



# CONCURRENT SESSIONS

Thursday, June 9

## Concurrent Session 1: **Technology Forum**

The session will provide insights on how to manage cybersecurity threats and minimize the damage associated with any system intrusion. A common belief is that all businesses will experience some form of threat and this session will focus on the steps that organizations should take to safeguard the ongoing operation of the business.

Key Questions that will be addressed:

- Who should be responsible for cybersecurity within an organization?
- How involved should the CFO be?
- Who are the perpetrators of cybersecurity threats and how are they doing it?
- How would you identify the biggest security threats and how much money and resources should be allocated to mitigate it? Can you build an impregnable fortress?
- What skills are required in-house to address cybersecurity security?
- What is the impact of culture & internal policies?
- What should the board be concerned with?

## **Accelerating Growth**

Accelerating Growth panelists will share how their market leader companies have delivered sustainable fast pace growth and identify common fundamentals and pillars that underlie their success stories, whether they are operating in the services industry, in industrial design, electronics and manufacturing or in retail.

## Concurrent Session 2: **Controllers' Round Table**

Theme: Measuring Success

In today's complex business world, there is data, there is information and there are "Key Performance Indicators" (KPI). KPIs are fast and efficient tools that are used to measure and achieve success. These indicators assist businesses in identifying risks, identify threats associated with opportunities, capitalize on critical success factors, and help translate strategy into operational plans. Today's Controllers are facing increasing challenges in identifying, measuring and disclosing the most useful business analytics and KPIs, that define

their company's success. During this session you will have the opportunity to hear the views of an *analyst*, a *controller* and a *chief human resource officer* who will share their perspectives on the role measurement plays in achieving success for their business.

## **Enterprise Risk Management**

Does your finance team understand how to integrate environmental risks and opportunities into investment decision-making processes for long-term value creation?

With the transition to a low carbon economy, businesses are now being faced with increasing pressure to internalize the environmental costs associated with the production, consumption and use of goods and services through their business models.

This session will present trends in environmental risks and provide real-life examples of how finance teams are integrating environmental considerations into investment decision models. Participants will also learn about the various market mechanisms that are incentivizing the internalization of environmental risks, including green bonds, carbon pricing, and green funds, among others.

Friday, June 10

## Concurrent Session 3: **Round table discussions addressing business issues and best practices**

- Creating a positive work environment
- Foreign Exchange
- Grants & Incentives
- Growing your digital business
- Guide to CFO Success
- Implementing the new audit report
- IT trends for CFOs
- Planning your path to retirement
- Surviving a tax audit
- Taking advantage of social media platforms
- Treasury strategies
- What keeps boards & audit committees up at night
- Work life balance

# CONFERENCE HIGHLIGHTS

## EXHIBITION HALL 2016

This year's exhibit hall promises to be interactive and educational, complete with new exhibitors and many opportunities for networking and product knowledge.

Many of the previous exhibitors are returning and new organizations will be joining us in the exhibit hall this year. A number of worthwhile sponsor opportunities are available. For further information please contact Don Comish, 416-366-3007 x 5108 or [dcomish@feicanada.org](mailto:dcomish@feicanada.org). To view opportunities in more detail [CLICK HERE](#)



## FEI CANADA-ROBERT HALF GOLF TOURNAMENT



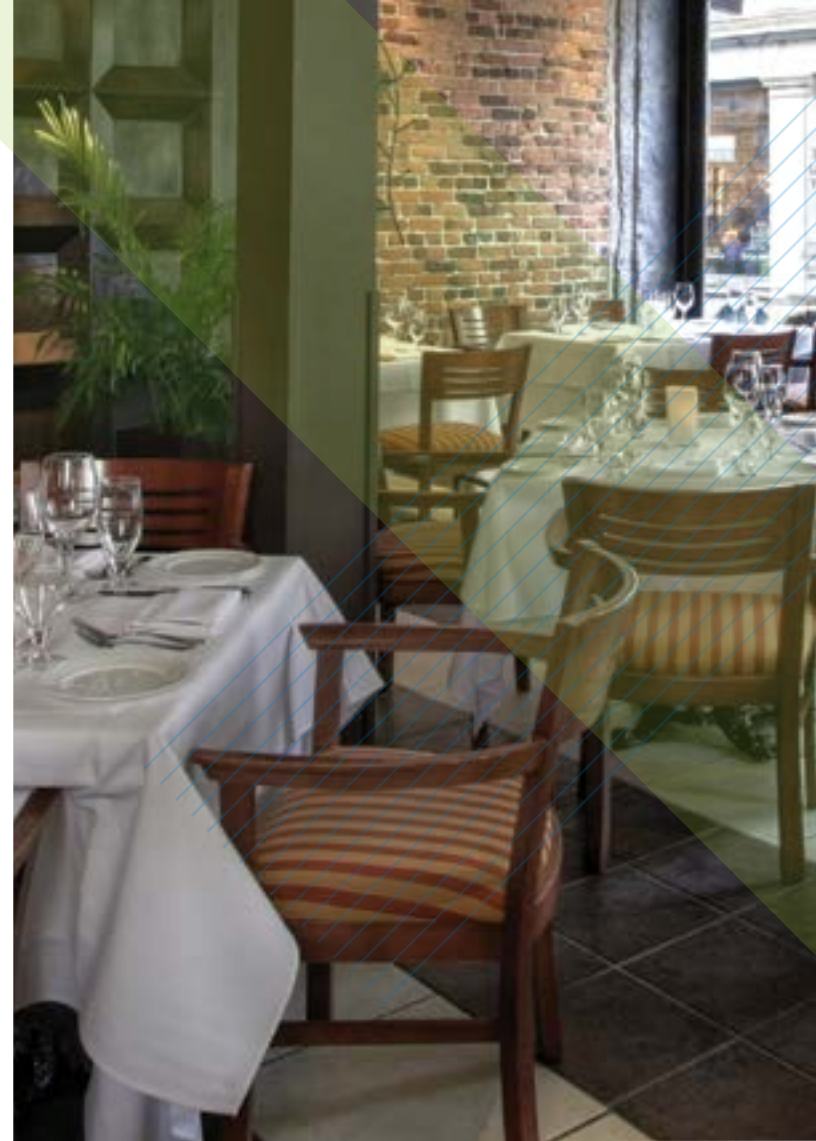
The Annual FEI Canada - Robert Half Golf Tournament is always a highlight of the conference. It is a day packed with fun, conversation and in some instances skill challenges.

This year is no exception. FEI Canada is honoured to play the prestigious, private Royal Montréal Golf Club. Founded in 1873, The Royal Montréal Golf Club is the oldest golf club in North America and their members still regularly toast Queen Victoria for designating them as a "Royal" club on July 7, 1884.

They are one of only sixty-six true Royal designated clubs in the World.

The Blue Course is one of Canada's finest tests of golf, a Dick Wilson original design updated by Rees Jones. It requires a combination of power and control off the tees, as well as precision into the tiered greens. The Royal Montréal's Blue Course has served and continues to serve as the venue for many amateur and professional tournaments.

If you would like to participate in a sponsorship capacity, please contact **Sylvain Perron**, 514-866-5605 or [sperron@groupebiron.ca](mailto:sperron@groupebiron.ca)



## Extend your stay in Montreal

FEI Canada has secured a limited number of bedrooms for the weekend of Grand Prix at the FEI Canada conference rate. This is on a first come first served basis.

Now you can extend your stay in Montreal after the conference and enjoy the city and the Grand Prix.

**The rate is \$249.00 and it applies to Friday, June 10, Saturday June 11 and Sunday, June 12.**

**To book your extra rooms [CLICK HERE](#)**

## An Evening in Old Montreal

**Thursday, June 9, 2016**

An evening to remember awaits delegates as you amble through the cobblestone streets of Old Montreal. As a calèche merrily clip-clops along the street, marvel at how, in Old Montreal you can step back in time. You will experience four different but unique restaurants guaranteed to satisfy the most sophisticated palates, sourced and inspired by the very best of modern brasserie cuisine.

Sponsored by



# REGISTRATION INFORMATION



# CONFERENCE REGISTRATION

Attendees are responsible for making their own hotel reservations. Special FEI Canada rates apply at Fairmont The Queen Elizabeth Hotel.

## CONFERENCE HOTEL

Fairmont The Queen Elizabeth Hotel  
900 Boulevard René-Lévesque O  
Montréal, QC H3B 4A5  
Phone: 1-514-861-3511 or 1-800-441-1414

The special FEI Canada rate is in effect until May 13, 2016. Reservations received after the cut-off date (or if the group rate sells out early) will be on a space and rate availability basis.

When making your reservations, please indicate that you are an attendee of the FEI Canada conference. Room rates available from June 5 - June 10, 2016 if booked prior to May 13, 2016.

\* all room rates are exclusive of applicable taxes

Fairmont Room: single/double occupancy: ..... \$249  
Fairmont View Room: single/double occupancy: ..... \$269  
Fairmont Junior Suite: single/double occupancy: ..... \$349  
Fairmont Gold: single/double occupancy: ..... \$349

To book your stay directly [CLICK HERE](#)

## TRANSPORTATION INFORMATION

Special discounted fares for FEI Canada have been arranged with Air Canada, Westjet and VIA Rail.

**Air Canada:** visit [www.aircanada.com](http://www.aircanada.com) and enter promotional code **VV79H8X1** in search panel

**Westjet:** visit [www.westjet.com](http://www.westjet.com) and enter promotional code **YUL02** and coupon code **KCXGWAR**.

**VIA Rail:** visit [www.viarail.com](http://www.viarail.com), create a profile, go to convention fare, discount type, and enter promotional code **13196**.

## Members

• Executive Members:

March 15 -April 30: .... \$1,449

May 1 to  
conference date: ..... \$1,599

• Academic, Career Services,  
Charitable Organizations,  
Entrepreneurs & Retired  
Members: ..... \$799

• Guests: ..... \$399

**New executive members  
COMPLIMENTARY \*\***

To register [CLICK HERE](#)

Applicable taxes will be added to all registration fees. Registration fees include all meals, access to the sessions, speakers and exhibit hall as well as a ticket to the Thursday evening gala and the closing luncheon.

\*\* Become a new Executive member of FEI Canada and receive a complimentary registration to attend this conference!

For details call:

Liz Howell at (416) 366-3007 x 5105 or  
1-866-677-3007 x 5105 [lhowell@feicanada.org](mailto:lhowell@feicanada.org)

## CANCELLATION AND REFUNDS

Substitutions may be made at any time by emailing a written request to the attention of **Pat Todd** at [ptodd@feicanada.org](mailto:ptodd@feicanada.org).

Cancellation requests must be received in writing by May 13, 2016.

No refunds will be given for cancellations received after May 13, 2016.

## Non-Members

March 15 -April 30: ..... \$1,799

May 1 to  
conference date: ..... \$1,899

