



The  
**MEARIE**  
Conference  
2013

**Conference  
Program**



**Zoom In**

[mearie.ca/mearie-conference](http://mearie.ca/mearie-conference)

**June 19-21, 2013**

at the JW Marriott, The Rosseau Muskoka

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***Exclusive Employee Benefit Consulting Partner of The MEARIE Group***



# The MEARIE Conference 2013

## *Welcome!*

*We are pleased you are joining us at The MEARIE Conference. Thank you for attending our annual conference and we hope your time spent with us will be a rich and rewarding experience.*

*Over the next three days, we are delighted to host presenters who are accredited Risk Management and Human Resource professionals as well as subject matter and business experts. You will have the opportunity to 'zoom in' on topics of risk management/strategy and human resources/leadership within the context of the electricity industry in Ontario. A great way to gain a new perspective.*

*We hope the environment inspires some meaningful networking opportunities mixed with some pleasurable leisure activities.*

*Sincerely,*

*C. C. (Charlie) Macaluso*

*President and Chief Executive Officer*







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8:30 AM - 12:30 PM	<b>Pre-Conference Workshops</b>	
	Breakfast will be served in the Foyer outside the Port Carling Room <span style="float: right;"><b>WILL DAVIDSON</b> LLP</span>	
	<b>Risk Management Pre-Conference Workshop</b>	<b>Human Resources Pre-Conference Workshop</b>
	<b>Topic:</b> Business Continuity Management: Promote & Protect Enterprise Value <b>Speaker:</b> Jan Mattingly, President, Risk Results Consulting, Presented by RIMS <b>Location:</b> Port Carling Room A <i>Networking Break from 10:30 AM - 10:45 AM</i>	<b>Topic:</b> Integrated Human Capital Risk Management <b>Speaker:</b> Marjorie Richards, Principal, Marjorie Richards & Associates <b>Location:</b> Port Carling Room B <i>Networking Break from 10:30 AM - 10:45 AM</i>

*Welcome to The MEARIE Conference!*

12:00 PM	<b>Conference Registration Opens in Convention Foyer</b>	
12:00 PM - 2:00 PM	<b>Lunch</b> <b>Location:</b> Cottages Restaurant <span style="float: right;"></span>	
2:00 PM - 3:25 PM	<b>Conference Opening Plenary - Rosseau Ballroom</b> <b>Opening Remarks:</b> Robert Mace, President & CEO, Thunder Bay Hydro Electricity Distribution Inc. <b>Keynote Address:</b> Jesse Hirsh, Internet Strategist, Researcher, Broadcaster <b>Topic:</b> Technology, Leadership & Authority	
3:25 PM - 3:40 PM	<b>Networking Break</b> <span style="float: right;"></span>	
3:40 PM - 4:25 PM	<b>Risk Management Stream - Port Carling Room</b>	<b>Human Resources Stream - Rosseau Ballroom</b>
	<b>Topic:</b> Protecting OMERs Real Estate Assets <b>Speaker:</b> Ed Martingano, Director of Risk Management, Oxford Properties Group	<b>Topic:</b> Team Dynamics & The Hiring Process <b>Speaker:</b> Gerald McGroarty, President, Brandon Taylor Consulting
4:25 PM - 4:30 PM	<b>5-Minute Break for Session Transition</b>	
4:30 PM - 5:30 PM	<b>Topic:</b> Good Governance: Beyond Boardroom Basics & Best Practices <b>Speaker:</b> John T. Dinner, President, Board Governance Services	<b>Topic:</b> HR "Fireside Chat" Panel Discussion <b>Facilitator:</b> Marjorie Richards, Principal, Marjorie Richards & Associates <b>Panelists:</b> <b>Andrew Covello</b> , Vice President, Human Resources & Safety/Chief Privacy Officer, Thunder Bay Hydro Electricity Distribution Inc. <b>Brenda Schacht</b> , Vice President, Human Resources, Horizon Utilities Corporation <b>Jennifer Smith</b> , Vice President, Corporate Relations, Burlington Hydro Inc.
	<b>Leisure Time</b>	
6:00 PM - 6:45 PM	<b>Conference Opening Reception - The Living Room</b>	
6:45 PM - 8:15 PM	<b>Opening Night Dinner - Rosseau Ballroom</b> <span style="float: right;"></span>	
8:30 PM - 12:00 AM	<b>Hospitality Suite - Port Carling Room</b>	






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7:00 AM - 8:30 AM	<b>Buffet Breakfast</b> <b>Location:</b> Cottages Restaurant		
8:30 AM - 9:20 AM	<b>Risk Management Stream - Rosseau Ballroom</b>		<b>Human Resources Stream - Port Carling Room</b>
	<b>Topic:</b> Building & Safeguarding Your Company's Reputation <b>Speaker:</b> Dr. Leslie Gaines-Ross, Chief Reputation Strategist, Weber Shandwick	<b>Topic:</b> The HR Audit <b>Speaker:</b> Nancy Chase, Partner, Advisory, KPMG	
9:20 AM - 9:25 AM	<b>Break for Session Transition</b>		
9:25 AM - 10:10 AM	<b>Topic:</b> Supply Chain Risk <b>Speaker:</b> Brian R. Poth, Partner, Consulting & Deals, PwC	<b>Topic:</b> Managing Consultants <b>Speaker:</b> Carol Ann Taggart, Principal, Carol Ann Taggart & Associates	
10:10 AM - 10:25 AM	<b>Networking Break</b>		
10:25 AM - 11:10 AM	<b>Topic:</b> Legal Trends Update <b>Speaker:</b> Kelly Friedman, Partner, Davis LLP	<b>Topic:</b> The Social Intranet <b>Speaker:</b> Lyne Parent-Garvey, Chief Human Resources Officer, Hydro Ottawa Holdings Inc.	
11:10 AM - 11:15 AM	<b>Break for Session Transition</b>		
11:15 AM - 12:00 PM	<b>Topic:</b> Emergency Preparedness Response <b>Speaker:</b> Allison J. Stuart, Assistant Deputy Minister & Chief, Emergency Management Ontario	<b>Topic:</b> Leadership On-Boarding <b>Speaker:</b> Jane Hawkrigg, President, The Sumner Leadership Group	
12:00 PM - 12:30 PM	<b>Lunch</b> <b>Golfers</b> – Boxed Lunch available in Convention Foyer		
12:00 PM - 1:30 PM	<b>Non-Golfers</b> – Lunch in Cottages Restaurant		
12:30 PM - 5:30 PM	<b>Golf Tournament at The Rock</b> Meet in front of the hotel. Departure for the Golf Course – 12:45 PM sharp		
6:00 PM - 7:00 PM	<b>Cocktail Reception - Rooftop Terrace</b>		
7:00 PM - 8:30 PM	<b>Lakeside BBQ Dinner - Rooftop Terrace</b>		
8:15 PM - 8:30 PM	<b>Prize Announcements &amp; Introduction of the Band</b>		
8:30 PM - 11:00 PM	<b>Entertainment: Live band - Arden and the Tourists</b>		





7:00 AM - 8:45 AM	<b>Buffet Breakfast</b> <b>Location:</b> Cottages Restaurant	<b>PHILLIPS, HAGER &amp; NORTH</b> Investment Management®
8:45 AM - 9:45 AM	<b>Plenary Sessions - Rosseau Ballroom</b> <b>Topic:</b> DBRS: Risk & the Credit Environment <b>Speaker:</b> James Jung, Senior Vice President, Energy/Banking, DBRS Limited	
9:45 AM - 10:30 AM	<b>Topic:</b> Emerging Trends in the Workplace <b>Speaker:</b> John West, Managing Partner, Toronto Office, Senior Partner, Norton Rose Fulbright Canada LLP	
10:30 AM - 10:45 AM	<b>Networking Break</b>	
10:45 AM - 11:45 AM	<b>Closing Keynote Address:</b> The New Radicals: How To Find Meaning in Our Work <b>Speaker:</b> Julia Moulden, Author & Journalist	
11:45 AM - 12:00 PM	<b>Closing Remarks and Draws</b>	
12:00 PM	<b>Boxed Lunch and Departure</b> Boxed Lunch available in Convention Foyer	



*This industry moves fast!*



*The MEARIE Group provides solutions to help you keep pace.*

**Tools & opportunities to learn and stay current:**

- **Training** – Executive Education, Professional & Management Training, Trades Training
- **Events** – The MEARIE Conference – featuring risk management and human resources topics of interest
- **Risk Management Tools** – Reference guides – cyber risk, business continuity planning; ClearRisk Manager – online risk management application

Check out [mearie.ca](http://mearie.ca) to see all The MEARIE Group has to offer to keep you up to speed in our industry.

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## Speaker & Session Abstracts *in order of appearance*

### 8:30 AM – 12:30 PM: Pre-Conference Workshop Risk Management

#### ***Business Continuity Management: Promote & Protect Enterprise Value***

A business continuity plan (BCP) will minimize the impact of business interruption should a disaster occur. Having a customized BCP in place will help your organization effectively respond to a crisis. In this workshop, you'll learn how to create a plan tailored for your organization, communicate its merits to stakeholders and monitor the program for effectiveness.



***Jan Mattingly, President, Risk Results Consulting, Presented by RIMS  
(Risk & Insurance Management Society)***

Jan Mattingly brings 25 years of experience in risk management, half of which relate to enterprise and integrated risk management. She is committed to helping organizations enhance their own capacity to manage risk through knowledge transfer, guidance, coaching and hands on use of tools and techniques. Jan holds five various degrees and professional accreditations in risk management. She is a certified risk manager, business continuity planner and chartered insurance professional.

### 8:30 AM – 12:30 PM : Pre-Conference Workshop – Human Resources

#### ***Integrated Human Capital Risk Management***

Human capital risk is not usually captured as part of an organization's Enterprise Risk Management (ERM) exercise. As a result, most do not undertake initiatives to mitigate one of their most significant risks, impacting their businesses now and more critically, over the next five to ten years. This workshop will take participants through the risk factors influencing their operations inclusive of demographical impacts, a shrinking talent market, and the constraints of operating in a heavily regulated environment.



***Marjorie Richards, Principal, Marjorie Richards & Associates***

Marjorie Richards has more than 25 years experience in human capital management, leadership development and operationalizing change solutions. Prior to starting her consulting practice in 2011, Marjorie was Vice President Corporate Services at Horizon Utilities Corporation. She brings a broad depth of expertise derived from her extensive and unique background in strategic human resources, communications and LDC corporate governance practices. Primarily focused in the areas of total compensation, workforce planning, talent and succession management, and, leadership development and coaching, she focuses organizations and individuals on taking ownership and realizing sustainable outcomes.

### 2:10 PM – 3:25 PM

#### ***Keynote Address: Technology, Leadership & Authority: What it Takes to be Taken Seriously in an Era of Rapid Change***

Technology continues to have a disruptive impact on how and who people trust, leading to an unstable environment that requires a reconfiguration of how we identify and relate to our leaders. This scenario is making it increasingly difficult to establish legitimate authority and provide the kind of leadership in great demand today. Jesse Hirsh will unpack this topic based on his research and his personal passion to educate people on the potential benefits and perils of technology.



***Jesse Hirsh, Internet Strategist, Researcher, Broadcaster***

Jesse Hirsh is an internet strategist, researcher, and broadcaster based in Toronto. He has a weekly nationally syndicated column on CBC radio explaining and analyzing the latest trends and developments in technology using language and examples that are meaningful and relevant to everyday life. He owns and operates two companies: Openflows Networks Ltd., which specializes in using free and open source software for advanced interactive platforms, and Metaviews Media Management Ltd., which focuses on research and consulting around new media business models. Educated at the McLuhan Program at the University of Toronto, his passion is educating people on the potential benefits and perils of technology.



## Speaker & Session Abstracts *in order of appearance*

**3:40 PM – 4:25 PM*****Protecting OMERS Real Estate Assets***

Oxford's Canadian portfolio of properties represents more than 40 million square feet of office, retail, hotel, industrial, land and multi-residential assets in Canadian key markets across Canada – including TD Canada Trust Tower, Fairmont Banff Springs Hotel, Centennial Place and Yorkdale Shopping Centre. With all of this exposure, how do they control and manage the risks? Ed Martingano will share his risk management experience and discuss how Oxford manages their risk exposures and protects OMERS pension fund investments.

***Ed Martingano, Director of Risk Management, Oxford Properties Group***

Ed Martingano is currently the Director of Risk Management for Oxford Properties Group, one of Canada's leading real estate companies. Prior to Oxford, he was the Risk Manager for the Eaton Group of companies. Ed is Past President of the Ontario Risk and Insurance Management Society and Chair of the Real Property Association of Canada Risk and Insurance Committee. He holds a Bachelor of Commerce degree from the University of Toronto.

**3:40 PM – 4:25 PM*****Team Dynamics & The Hiring Process***

When the cost of a “wrong hire” is more than just the expense of repeating the hiring process, it is important to take the guesswork out of the process. Explore the latest concepts in candidate selection and team dynamics, and how these concepts can be applied to your organization.

***Gerald McGroarty, President, Brandon Taylor Consulting***

For over 20 years, Gerald McGroarty has been an inspirational leader, coach and business strategist in the Canadian sports and media industry. As the former Publisher of The Hockey News as well as other positions in sports media, he's enjoyed front row seats observing high-performers and human capital at the top of their game. A graduate of the University of Toronto's School of Continuing Studies Strategic Leadership program, he now teaches and is on the advisory board of the school's Leadership Development Committee. Gerald is also a leadership coach with the Leadership Action Centre and is a member of the International Coach Federation (ICF).

**4:30 PM – 5:30 PM*****Good Governance: Beyond Boardroom Basics & Best Practices***

John will highlight the latest developments from other sectors on board performance and effective oversight that are relevant to LDCs. John will also focus on key issues impacting board and director performance not found in traditional governance guidelines and regulations.

***John T. Dinner, President, Board Governance Services***

For more than 16 years, John T. Dinner has been helping clients across sectors and across Canada achieve their organizational objectives through excellence in board governance. Board members and organizational leaders value his insights, practical approach and ability to facilitate needed governance change or transformation. John is a founding member of The Directors College faculty (McMaster University); a recipient of the National Award in Governance; a contributor to the Joint Committee on Corporate Governance; and a widely published author and media spokesperson on board topics.



## Human Resources Panel Discussion

**4:30 PM – 5:30 PM**

### **HR "Fireside Chat" Panel Discussion**

Enjoy a lively conversation among our panel of Human Resources experts as they discuss their views on a number of issues currently facing the LDC sector.

**Facilitator: Marjorie Richards, Principal, Marjorie Richards & Associates** (see page 9 for biography)



**Panelist: Andrew Covello, Vice President, Human Resources & Safety/Chief Privacy Officer, Thunder Bay Hydro Electricity Distribution Inc.**

With over 20 years experience in Human Resources and Safety, Andrew Covello currently serves on Thunder Bay Hydro's Executive Team and is also Chief Privacy Officer for the company. Andrew sits on the provincial OMERS Sponsors Corporation Advisory Committee; is Chair of both the EDA HR Council and the EDA Northwestern District Executive; and is also on the Human Resources Research Institute Board of Directors as the Chair of their Governance & Nominations Committee. A graduate of the University of Toronto in Advanced Human Resources Management, Andrew also holds the designations of Certified Human Resources Professional (CHRP) and Senior Human Resources Professional (SHRP).



**Panelist: Brenda Schacht, Vice President, Human Resources, Horizon Utilities Corporation**

Brenda Schacht has extensive experience leading HR teams and managing all facets of human resources in both corporate and operations environments across multiple sectors in Canada, the U.S. and Europe, including media, technology, financial, energy, and manufacturing. She has held senior HR positions at The Globe and Mail, CIBC, MGI Software, Van Rob Stampings, Centra/Union Gas and Ford Motor Company. Brenda received her Honours B.A. in industrial/organizational psychology at the University of Western Ontario and her Master of Industrial Relations at the University of Toronto.



**Panelist: Jennifer Smith, Vice President, Corporate Relations, Burlington Hydro Inc.**

Jennifer Smith joined Burlington Hydro in 1995 and has held her current position since 2009, which includes oversight of Human Resources, Health and Safety, Corporate Communications and Customer Service. Her management expertise encompasses the full spectrum of Human Resources, including Safety, Compensation, Strategic Workforce Planning and Labour Relations. Jennifer is a Certified Human Resources Professional (CHRP) and holds a bachelors degree from Brock University.





## Speaker & Session Abstracts *in order of appearance*

**8:30 AM – 9:20 AM*****Building & Safeguarding Your Company's Reputation***

Leslie is the architect of groundbreaking, award-winning research into CEO and corporate reputation, corporate rankings, reputation preservation and recovery. In this session she will outline some of the most important corporate reputation trends today as well as shed light on best practices for building and maintaining your organization's positive reputation.

***Dr. Leslie Gaines-Ross, Chief Reputation Strategist, Weber Shandwick***

Dr. Leslie Gaines spearheaded the first comprehensive research on CEO reputation and its impact on company reputation and business performance. Leslie is the author of two books, *CEO Capital: A Guide to Building CEO Reputation* and *Company Success and Corporate Reputation: 12 Steps to Safeguarding and Recovering Reputation*. She is a member of Ethical Corporation's Advisory Board, serves on the Executive Advisory Panel of *Corporate Reputation Review* and was named one of the "100 Most Influential People in Business Ethics" by *Ethisphere Magazine*.

**8:30 AM – 9:20 AM*****The HR Audit***

A new trend in board governance is the HR Audit. Learn from the experts on how to prepare for an HR Audit – from initial concept to successful execution.

***Nancy Chase, Partner, Advisory, KPMG***

Nancy Chase is a Chartered Accountant and Certified Internal Auditor with over 17 years experience in risk management, internal audit, financial audit and other advisory activities. Nancy leads the provision of internal audit services to over ten organizations in the public sector, including the utilities industry. She is currently the Co-Chair of the Institute of Internal Auditors' Audit Leaders Committee – Ottawa Chapter and the Chair of the Audit and Finance Committee and Board member of the Institute on Governance.

**9:25 AM – 10:10 AM*****Supply Chain Risk***

Most supply chain and supplier sourcing strategies focus on minimizing inventory and working capital; few consider, measure and manage risk. This session will explore both the direct and indirect benefits associated with supply chain risk management.

***Brian Poth, Partner, Consulting & Deals, PwC***

In addition to being a Partner in the Consulting and Deals practice of PricewaterhouseCoopers in the Toronto office, Brian Poth is also the Power and Utilities Leader for Ontario and the Eastern region. Brian has more than 18 years of experience leading business and IT transformation and change programs, largely in the utilities sector. As an advisor, Brian has worked closely with a number of power generation, transmission and distribution utilities to help them through transformative change. Brian holds a Master of Business Administration from McGill University and an Honours Bachelor of Business Administration from Wilfrid Laurier University.

**9:25 AM – 10:10 AM*****Managing Consultants***

As LDCs balance organizational requirements with internal resources, consultants can provide the necessary skills and expertise. This session will ensure you and your organization get the most value out of your consultants.

***Carol Ann Taggart, Principal, Carol Ann Taggart & Associates***

Carol Ann Taggart has over 15 years consulting experience and is a recognized specialist in front-line leadership development, communications and change management. She has worked extensively across North America in a variety of industries including aerospace, manufacturing, financial services, utilities and pharmaceuticals. Leaders enjoy her practical, no-nonsense approach to identifying issues and developing plans that work for them. Carol Ann holds a B.A. from the University of Western Ontario and is certified in a variety of assessments including LEA, DISC, EQ-i, Birkman and Compass360.





10:25 AM – 11:10 AM

### **Legal Trends Update**

This session will touch on a variety of up-to-the-minute legal highlights of relevance to the electricity industry. The focus will be on how these legal developments may impact your operations.



#### ***Kelly Friedman, Partner, Davis LLP***

Kelly Friedman's litigation experience includes shareholders' disputes, oppression proceedings, commercial fraud, contract and legislative interpretation and class actions. Her class action experience has spanned the energy, pharmaceutical and securities sectors. She has appeared before all levels of Ontario courts and before the Supreme Court of Canada. With respect to her regulatory practice, Kelly has particular expertise in the energy sector, appearing before the Ontario Energy Board and the courts on behalf of electricity industry participants.

10:25 AM – 11:10 AM

### **The Social Intranet**

Learn how one LDC implemented a cost effective social intranet communication tool that measurably improved employee communication, engagement and collaboration.



#### ***Lyne Parent-Garvey, Chief Human Resources Officer, Hydro Ottawa Holdings Inc.***

Lyne Parent-Garvey is responsible for leading the development of strategic human resources programs and initiatives which include human resources services, labour relations, occupational health and safety, environment and business continuity management. With over 20 years of experience in human resources, health and safety, and labour relations, Lyne has held various management positions in the municipal, health care and not-for-profit sectors. Lyne holds a Master of Industrial Relations from Queens University, as well as a Bachelor of Public Administration from Carleton University.

11:15 AM – 12:00 PM

### **Emergency Preparedness Response**

Emergency Management Ontario (EMO) coordinates emergency preparedness response measures across all of Ontario. This session will provide information on ensuring your company is prepared and integrated with EMO response practices and procedures. We have seen the devastation that can result from events such as the Goderich tornado in August 2011 or the heavy rains and resulting flooding in Thunder Bay and Northwestern Ontario during May 2012. Would you be ready to respond?



#### ***Allison J. Stuart, Assistant Deputy Minister & Chief, Emergency Management Ontario***

Allison J. Stuart provides executive leadership and strategic direction for EMO and advises government and ministry leaders on emergency management issues that impact public safety in Ontario. Prior to joining EMO, Allison was responsible for leading the strategic and day-to-day operations of the Public Health Division in the Ministry of Health and Long-Term Care including the Emergency Management Branch for health. As well, Allison served as the Ministry of Health and Long-Term Care's Executive Lead during the provincial response to SARS. Allison holds undergraduate and graduate degrees in health administration and nursing from the University of Toronto.

11:15 AM – 12:00 PM

### **Leadership On-Boarding**

On-boarding used to be a first day introductory office "walkabout" and a week of reading reports and plans. Today, leaders are expected to "hit the ground running"; this session will discuss best practices to improve your on-boarding process.



#### ***Jane Hawkrigg, President, The Sumner Leadership Group***

Jane Hawkrigg has over 20 years of consulting experience working with clients to improve overall organizational performance and results through the creation of focused strategies; and the development and implementation of organization, leadership and change solutions. An accomplished speaker, she has presented at a number of forums including the Conference Board of Canada, Federated Press and various HR and industry conferences. Jane has an undergraduate degree in education from McMaster University and a Chartered Accountant designation.



## Speaker & Session Abstracts *in order of appearance*

8:45 AM – 9:45 AM

### **DBRS: Risk & the Credit Environment**

The credit profiles of LDCs and other independent power industry players remained relatively stable in 2012. The regulatory environment for DBRS-rated issuers in the utilities industry has also remained relatively stable across Canada. However, the regulatory framework is evolving and could impact the ratings of issuers. What does the future hold?



#### **James Jung, Senior Vice President, Energy/Banking, DBRS Limited**

Working for the largest credit rating agency in Canada, James Jung leads a team of financial analysts covering utilities/independent power, energy, and international banking sectors. Prior to joining DBRS, he was Director, Liquidity Management & Funding, Treasury at CIBC. He also worked as Senior Director, Treasury at Home Capital Group Inc., and as the Senior Credit Analyst in the energy trading risk management division of Ontario Power Generation. Mr. Jung is a Charter Financial Analyst (CFA) and Financial Risk Manager (FRM) holder and a Certified Management Accountant (CMA). Mr. Jung graduated from the Richard Ivey School of Business.

9:45 AM – 10:30 AM

### **Emerging Trends in the Workplace**

With the influences of: technology; diversity; upsizing and downsizing; working from home; and perhaps not working at all – is the law keeping you up at night? John discusses what you should know and what you should worry about regarding today's workplace.



#### **John West, Managing Partner, Toronto Office, Senior Partner, Norton Rose Fulbright LLP**

John West exclusively practices employment and labour law. He advises and represents employers in both federal and provincial jurisdictions and regularly represents clients in connection with collective bargaining, union certification matters, labour board proceedings, grievance arbitration, wrongful dismissal claims, human rights issues, and occupational health and safety matters. John is the Managing Partner of Norton Rose Fulbright's Toronto office and Past National Chair of Norton Rose Fulbright's Canadian employment and labour law group.

10:45 AM – 11:45 AM

### **Keynote: The New Radicals: How to Find Meaning in Our Work**

A recent Gallup poll showed people put 'meaning' at the top of the list of what they're looking for in their work. That may not be a surprise, but it is news to discover you don't have to run off to Africa to find it. That it exists in the work we're doing right now. Julia will discuss how people like us are reinventing their work to help save the world.



#### **Julia Moulden, Author & Journalist**

Julia Moulden is the author of three books that have sold around the world, a columnist for the global edition of the *Huffington Post*, and co-editor of *Pulse*, a weekly digest of work and life after 50. In the last five years she has spoken to audiences on four continents. For the first part of her career, she was a self-employed speechwriter, writing for CEOs, cabinet ministers, and celebrities. Julia Moulden coined the phrase and a book of the same name: "New Radicals," to describe people who've discovered that how we earn our living can become the way we give back.



# Networking Opportunities

## Opening Night Reception, Dinner & Hospitality Suite



Kick-off the conference with fellow delegates on the evening of June 19<sup>th</sup>. Mix and mingle in a relaxed atmosphere and reconnect with your peers.



## Lakeside Reception & Dinner



Always an exciting evening of delicious food, a beautiful setting and fun, this year's BBQ dinner on June 20<sup>th</sup> will be a highlight. Ensure to take in the ambiance of Lake Rosseau during this spectacular evening.



## Networking Breakfasts & Lunches

Informal breakfasts and lunches provide time to chat with fellow delegates and exchange ideas with speakers and conference sponsors.

## Golf Tournament



Often a highlight for golf enthusiasts, the MEARIE golf tournament is held at The Rock Golf Course. This spectacular 6,650 yard, par 71 championship course, designed by six-time PGA Champion, Nick Faldo, draws on the incredible drama of Muskoka's natural wilderness. The tournament will be a Shotgun Start with the Best Ball format to ensure golfers – from novice to expert – can enjoy their time on the greens and fairways.

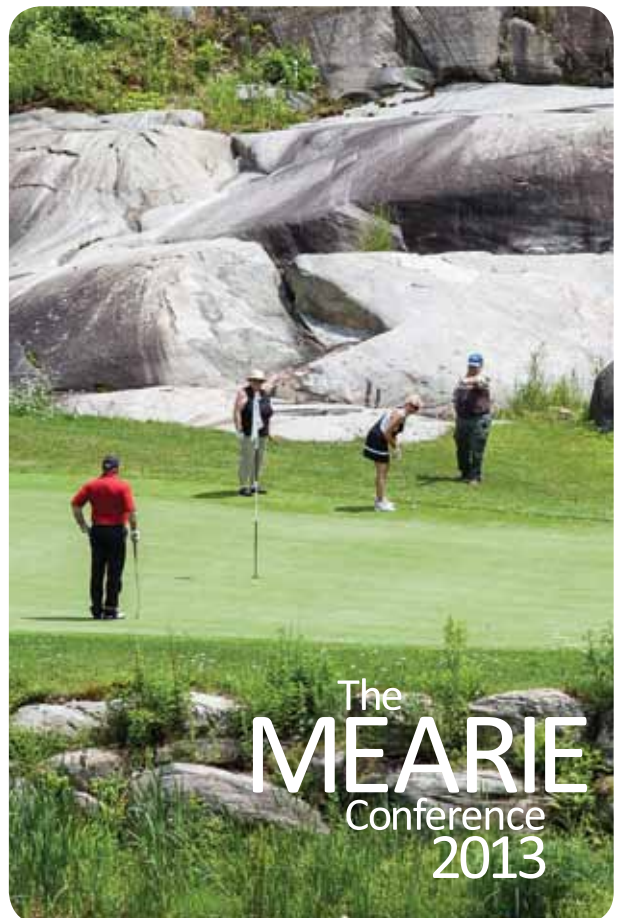
### Highlights of the tournament include:

- 5<sup>th</sup> hole is designated as the ladies 'closest to the pin'
- 11<sup>th</sup> hole is the men's 'closest to the pin'
- 9<sup>th</sup> hole will feature both the mens and ladies 'longest drive'
- 12<sup>th</sup> hole is the MEARIE Hospitality stop - Enjoy some refreshments and snacks

The golf foursomes will be posted in the lobby, near the registration area, on Thursday morning.

Box lunches will be available at 12:00 pm.

***For your convenience, please bring your golf clubs to the hotel registration and check them in with the concierge. On Thursday morning, the golf club staff will place your clubs on your designated cart, to be ready for the tournament.***







# The MEARIE Conference 2013

*The MEARIE Group gratefully acknowledges our Sponsors!*

## Diamond



*Lakeside Reception & Dinner*

## Titanium



*Opening Night Reception, Dinner & Hospitality Suite*

## Titanium



*Golf Tournament*

## Emerald



*Delegate Lunch, June 19*



*Delegate Lunch, June 20*

## Ruby



*Delegate Breakfast, June 19*



*Delegate Breakfast, June 20*



*Delegate Breakfast, June 21*

## Opal



*Delegate Badge Lanyard*

## Pearl



*Networking Refreshment Break, June 19*



*Networking Refreshment Break, June 20*



*Networking Refreshment Break, June 21*

## General

Marjorie Richards & Associates Ltd.

