

The Canadian Institute's ADVANCED FORUM on

# GOVERNMENT RELATIONS & LOBBYING

Learn best practices from seasoned politicians and government officials, including:



**The Honourable Bob Rae**  
Member of Parliament for Toronto-Centre  
Liberal Party of Canada



**The Honourable Don Boudria, P.C.**  
Senior Counsellor, Parliamentary Affairs  
Hill & Knowlton

**Karen E. Shepherd**

Federal Commissioner of Lobbying  
Office of the Commissioner of Lobbying of Canada

**Linda L. Gehrke**

Lobbyist Registrar  
Office of the Lobbyist Registrar for the City  
of Toronto

**Lynn Morrison**

Integrity Commissioner  
Office of the Integrity Commissioner of Ontario

**Bradley V. Odsen**

Alberta Lobbyists Act Registrar & General Counsel  
Office of the Ethics Commissioner

**Co-Chairs:**



**Guy Giorno**  
Partner, Fasken Martineau DuMoulin LLP



**Elizabeth Roscoe**  
National Practice Leader, Public Affairs  
Hill & Knowlton

Gain expert strategies in GR for persuasive, compelling and error-free campaigns through case studies presented by "Top 100" lobbyists to:

- Execute proactive and sustained lobbying efforts: Lessons learned from Potash Corp.; Emerging issues in the proposed TSX / LSE Merger
- Secure government influence and gain public favour by effective collaboration with industry colleagues
- Increase your access to key politicians and government officials by maximizing professional networking
- Tailor your lobbying efforts to suit the dynamics of minority government
- Position your organization to optimize limited government resources

PLUS! Refresh your knowledge of the fundamentals of lobbying at our sunrise seminar to optimize the advanced conference content.

**Engage directly with experts from the following leading firms:**

Borden Ladner Gervais LLP

Blumberg Segal LLP

Crestview

Ensignt Canada Inc.

Fasken Martineau DuMoulin LLP

Fleishman-Hillard Canada

Global Public Affairs

Gray, Clark, Shih & Associates

Hill & Knowlton

Mental Health Commission  
of Canada

Rx&D

Stikeman Elliott LLP

Summa Strategies Canada Inc.

Tactix Government Relations  
and Public Affairs Inc.

Temple Scott Associates Inc.

Uncover the necessary research, packaging and implementation tools at our post-forum interactive training workshop,  
**Keys to Constructing Persuasive Grassroots Lobbying Campaigns**



Register Now • 1-877-927-7936 • [CanadianInstitute.com/govrelations](http://CanadianInstitute.com/govrelations)



## KNOW WHAT TO SAY, HOW TO SAY IT AND TO WHOM: What you need to know to ensure that your message is advanced vigorously and persuasively straight to the decision-makers.

Attend **The Canadian Institute's** Advanced Forum on **Government Relations & Lobbying** and secure the keys to successful and re-invigorated lobbying initiatives. Our seasoned speaker faculty of "Top 100" in house and consultant lobbyists will guide you through case studies and hot topics including:

- Lessons from the BHP Billiton and Potash Corporation of Saskatchewan project
- Collaborating with industry colleagues on sensitive issues to reduce the impact of your opponent's message and gain public favour
- Strategic professional networking to build your list of contacts and increase access to government officials
- Optimizing the social media tools at your disposal to package your GR campaign into media-friendly sound bites
- Tailor-made lobbying efforts in the era of minority government
- Positioning your organization to maximize access to limited government resources

**PLUS!** Don't miss your opportunity to hear proven testimonials from current and former politicians including the **The Honourable Bob Rae** and the **The Honourable Don Boudria, P.C.**

As added benefits, refresh your knowledge of the fundamentals of lobbying to optimize the advanced conference content, and take advantage of our interactive post-forum training workshop **Keys to Constructing Persuasive GrassRoots Lobbying Campaigns**, to gain effective and strategic drafting techniques to build and execute your targeted lobbying initiatives.

**Register Now!** Secure your place at our Advanced Forum to learn from the experts and stay ahead of your competition by calling **1-877-927-7936**, by fax at **1-877-927-1563** or online at [www.CanadianInstitute.com/govrelations](http://www.CanadianInstitute.com/govrelations).

### Meet and Network with:

- "Top 100" In House and Consultant Lobbyists
- Government Relations Advisors
- Senior Executives in Public Affairs, Communications and External Relations
- Public Relations Strategists
- Lawyers in Private Practice
- Government officials
- Federal, Provincial and Municipal Regulators
- Industry specific lobbyists

### Sponsorship & Exhibition Opportunities

Maximize your organization's visibility in front of key decision-makers in your target market. For more information, contact Director Business Development **Daniel Gellman** at **416-927-0718 ext. 7389**, toll-free **1-877-927-0718 ext. 7389** or by email at [d.gellman@CanadianInstitute.com](mailto:d.gellman@CanadianInstitute.com)

### Distinguished Faculty

#### Co-Chairs

##### **Guy Giorno**

Partner, Fasken Martineau DuMoulin LLP

##### **Elizabeth Roscoe**

National Practice Leader, Public Affairs

Hill & Knowlton

#### Speakers

##### **Stephen Andrews**

Government Relations Advisor

Borden Ladner Gervais LLP

##### **Mark Blumberg**

Partner, Blumberg Segal LLP

##### **The Honourable Don Boudria, P.C.**

Senior Counsellor, Parliamentary Affairs

Hill & Knowlton

##### **John Capobianco**

SVP & Partner, National Public Affairs Practice Lead

Fleishman-Hillard Canada

##### **Peter Clark**

President, Grey, Clark, Shih & Associates

##### **Linda L. Gehrke**

Lobbyist Registrar, Office of the Lobbyist Registrar for the City of Toronto

##### **Lawson Hunter, Q.C.**

Partner, Stikeman Elliott LLP

##### **Normand Laberge**

Vice President, Regulatory and Scientific Affairs

Rx&D

##### **Jacqueline LaRocque**

Managing Director, Ensignt Canada Inc.

##### **M. Michelle McLean**

Vice President, Public Affairs, Mental Health Commission of Canada

##### **Don Moors**

Senior Vice President, Temple Scott Associates Inc.

##### **Lynn Morrison**

Integrity Commissioner, Office of the Integrity Commissioner of Ontario

##### **Bradley V. Odsen**

Alberta Lobbyists Act Registrar & General Counsel  
Office of the Ethics Commissioner

##### **Timothy A. Powers**

Vice President, Communications

Summa Strategies Canada Inc.

##### **The Honourable Bob Rae**

Member of Parliament for Toronto-Centre

Liberal Party of Canada

##### **Karen E. Shepherd**

Federal Commissioner of Lobbying

Office of the Commissioner of Lobbying of Canada

##### **Robert Silver**

Partner, Crestview

##### **Jaime Watt**

Principal, Ensignt Canada Inc.

##### **Alan Young**

Co-President, Tactix Government Relations and Public Affairs Inc.

##### **Nicole Foster Woollatt**

Vice President, Global Public Affairs

Register at **1-877-927-7936** or in Toronto **416-927-7936** or [www.CanadianInstitute.com/govrelations](http://www.CanadianInstitute.com/govrelations)

7:30 Registration Opens and Coffee Served ☕

**Fundamentals of Lobbying: Sunrise Seminar • 8:00–9:30 am**

Seminar Leader

**Don Moors**

Senior Vice President, Temple Scott Associates Inc.

*This introductory session is designed to provide you with a good grasp of the basics, including the key types of lobbying, the governing legislative parameters, as well as the risks associated with poor access and communication strategies. If you are new to the area or just need a refresher, this seminar will provide you with an overview of the essential elements of lobbying. Do not miss this great opportunity to get up to speed on the fundamentals in order to make the most out of the advanced content of the conference!*

- Lobbying 101: Proven strategies for successful government relations
- Understanding the key differences in lobbying for funds versus lobbying for change
- Identifying the key players in the lobbying process
- Strategies on maximizing and expanding your contacts list
- Capitalizing on tactics to exert pressure in a timely fashion, and recognizing when you should hold off

*Mr. Moors has developed and implemented a number of successful GR campaigns for leading Canadian organizations including MasterCard, the Brewers Association of Canada and Emirates Airline. He has been recognized for three years in a row as one of Canada's Top 100 Lobbyists by the Hill Times.*

9:45 **Opening Remarks from the Co-Chairs**

**Guy Giorno**

Partner, Fasken Martineau DuMoulin LLP

**Elizabeth Roscoe**

National Practice Leader, Public Affairs, Hill & Knowlton

10:00 **Understanding the Intersection of Government Relations and Social Media: Innovative Strategies to Advance Lobbying Efforts**

**Elizabeth Roscoe**

National Practice Leader, Public Affairs, Hill & Knowlton

**M. Michelle McLean**

Vice President, Public Affairs  
Mental Health Commission of Canada

*Communication in the world of GR has moved beyond elementary grassroots movement, towards empowerment of local initiatives and beyond. This session will uncover techniques for launching a proactive multi-platform effort to execute a concise and effective response to negative opposition. Stock your toolbox with proven strategies for using social media at the most crucial stages of your GR process.*

- Best practices in communicating with government officials: positioning ideas, building messages and strategic dissemination
- Identifying unique regional communication strategies and understanding the benefits of moving towards national integration
- Optimizing the use of all social media tools at your disposal to build a winning campaign
- Moving beyond catch phrases and sound bites: Figuring out what to say, how to say it and who to say it to
- Increasing your chances of successful access to information and decision-makers

11:00 **Managing Campaigns Targeted at Investment Canada: The New Lightning Rod for Debate in Ottawa**

**Lawson A. W. Hunter, Q.C.**

Counsel, Stikeman Elliott LLP

*Mr. Hunter is one of Canada's pre-eminent regulatory and government relations counsel, and head of the Competition/Antitrust Group at Stikeman Elliott LLP's Ottawa office. He draws on a wide range of experience, which includes having served as executive vice-president and chief corporate officer of Bell Canada and BCE Inc.*

**Jaime Watt**

Principal, Ensign Canada

*Mr. Watt has been featured on a number of CBC programs including The National: At Issue, Canada's most-watched political panel, and Power & Politics, where he discussed the political impact and fallout from Potash.*

- Neutralizing Risks and Lessons Learned: Case Studies
  - BHP Billiton Ltd. and the Potash Corporation of Saskatchewan
  - Proposed TSX / LSE merger
- Launching proactive and directed communications campaigns and sustaining pressure in the face of multi-pronged resistance
- Establishing a presence in the market through public outreach on a federal level without marginalizing provincial interests
- Rolling out a lobbying blitz for damage control to repair reputations and distance your company from a negative decision
- Adjusting tactics to address increased foreign capital in Canada, including State Owned Enterprises

12:00 **Networking Luncheon for Delegates and Speakers** 

12:45 **Increasing Transparency in Lobbying to Gain Influence in Government and Public Trust: Luncheon Presentation**

**The Honourable Bob Rae**

Member of Parliament for Toronto-Centre  
Liberal Party of Canada

*The recent legislative changes have contributed to making lobbying in Canada a more open and transparent process. Not only is transparency necessary to ensure compliance with the law, but it can be a determinative factor in the success of your individual government relations initiatives. Learn from the experience of the Hon. Bob Rae, and secure the building blocks for transparent, compliant and successful lobbying.*

*Take advantage of this unique opportunity to submit your questions in advance to govrelations@CanadianInstitute.com and get clarity on your concerns with transparency in lobbying directly from the Hon. Bob Rae.*

1:15 **Update on Crucial New Legislative Amendments and Implementation Protocols: Panel Discussion with the Regulators**

**Karen E. Shepherd**

Federal Commissioner of Lobbying  
Office of the Commissioner of Lobbying of Canada

**Lynn Morrison**

Integrity Commissioner  
Office of the Integrity Commissioner of Ontario

**Bradley V. Odsen, B.A., J.D., Q.C.**

Alberta Lobbyists Act Registrar & General Counsel to the Ethics Commissioner  
Office of the Ethics Commissioner of Alberta

**Linda L. Gehrke**

Lobbyist Registrar for the City of Toronto



Recent changes have been implemented to the federal and provincial lobbying legislative frameworks. This session will provide an overview of the role of the administrators of lobbying legislation in four jurisdictions, and will highlight key emerging issues and recent changes.

- Increasing the efficiency of your lobbying efforts by understanding the roles of the federal commissioner and provincial/municipal lobbyist registrars
- Identifying reporting requirements and finding practical solutions to reduce your risk of exposure to administrative enforcement tools and prosecution
- Key emerging issues for lobbyists registries at the federal level, in Ontario, Alberta and the City of Toronto

## 2:15 **Building Alliances with Government Officials: Reaping the Rewards of Networking**

### **Normand Laberge**

Vice President, Regulatory and Scientific Affairs, Rx&D

### **John Capobianco**

Senior VP, Partner & National Practice Lead for Public Affairs, Fleishman Hillard

Your chances of success on any given GR initiative increase significantly by working collaboratively with industry colleagues. This session will provide you with the tools required to move your individual agenda to the front of the line by advancing industry-wide issues and concerns. You will learn effective strategies for government outreach and government advocacy that easily translate into results.

- Understanding the unique characteristics of core divisions of government versus broader corporate entities
- Overcoming common mistakes made in approaching government officials to increase your chances of successful access
- Strategic social networking to construct alliances from the ground up and build a strong foundation
- Gaining proven techniques in identifying and securing your coalition of allies to help advance your agenda and close the deal
- Instituting appropriate protocols on educating government officials and increasing the groundswell of public approval to improve your public image and get results

## 3:15 **Networking Refreshment Break**

## 3:30 **Painting a Positive Image of Lobbying to Advance the Profession**

### **Stephen Andrews**

Government Relations Advisor, Borden Ladner Gervais LLP

### **Alan Young**

Co-President, Tactix Government Relations and Public Affairs Inc.

Is government more inclined to listen to good corporate citizens with stellar public images? This session will deliver advocacy techniques used to project a positive image and reinforce the correlation between respected professionals and successful projects. You will learn the benefits of building goodwill and how to translate it into maintaining a positive business image and advancing your cause.

- Pinpointing specific advocacy strategies to promote lobbying as the best value added contribution to policy development that it can be
- How improving your image can result in increased market share
- Dispelling the myths surrounding backroom lobbying and grassroots lobbying efforts for strategic and focused development of your GR initiatives
- How to construct and maintain a positive business reputation, and how to maximize professional development

## 4:30 **Benchmarking the Performance of Your Lobbying Initiatives**

### **Timothy A. Powers**

Vice President, Communications  
Summa Strategies Canada Inc.

### **Jacqueline LaRocque**

Managing Director, Ensignt Canada

The campaign is over, and now what? By understanding the processes of flourishing lobbying organizations, you can grow and mould internal programs to achieve success and most importantly, showcase those successes to your client. Learn how top organizations set measurable real-world goals, establish baselines and measure improvement.

- Identifying the capacity of your organization to execute an engagement, and recognizing deficiencies at an early stage
- Starting at the beginning: How grooming in house talent positions your organization for measurable and sustained future success
- Guidelines for monitoring the lobby climate to determine when and how to implement new endeavours
- Designing a system of measurement taking into account firm size, profitability and market share
- Establishing realistic goals and guideposts for revisiting mission statements

## 5:30 **Co-Chair's Closing Remarks – Day 1 Adjourns**

### **DAY TWO: WEDNESDAY, JUNE 8, 2011**

## 8:00 **Registration Opens and Coffee Served ☕**

## 8:45 **Opening Remarks from the Co-Chairs**

## 9:00 **Lobbying on the Right Side of the Law: Top Trends in Regulation of GR in Canada**

### **Guy Giorno**

Partner, Fasken Martineau DuMoulin LLP

This session will zero in on the major trends and developments in the laws that regulate lobbying — rules that you cannot afford to ignore. Learn how to remain legally compliant and on the right side of the rules while executing your lobbying and GR efforts.

- Learning to comply with increasingly complex regulation of the GR industry
- Understanding the rules that govern political activity by lobbyists
- The impact of Ontario's new accountability reforms, including the effects on the broad public sector and on interaction with hydro companies
- Playing by the rules that govern grass-roots advocacy by business
- Making sense of overlapping provincial and federal compliance requirements

## 10:00 **Charities and Lobbying: Ensuring the Sector's Views are Heard on Funding and Policy**

### **Mark Blumberg**

Partner, Blumberg Segal LLP

Canadian charities are increasingly engaging in the political process, and receive approximately 2/3 of their annual revenues of \$180 billion from government. The unique experiences, insights, networks, connections and credibility of charities are often sought out by policy makers. This session will provide you with an overview of crucial recent developments that both expand and restrict the ability of Canadian charities to conduct political activities and lobby.

- Understanding the unique rules for charities:
  - How lobbyist registration affects charities
  - Restrictions from the Ontario government on affiliations with those involved in political activity
  - Guidelines from the CRA on charities and political activities
  - Public disclosure requirements
- Guidelines for successful lobbying initiatives, including recent charity sector lobbying on Bill C-470 dealing with compensation caps and transparency
- Identifying the top spending charities and their unique results-oriented characteristics
- How to position charities for positive engagement in political activities?

10:45 **Networking Refreshment Break**

11:00 **Using Private Member's Bills to Advance Your Cause**

**The Honourable Don Boudria, P.C.**

Senior Counsellor, Parliamentary Affairs, Hill & Knowlton

*Private Members' Bills can be an effective tool to advance your cause straight to the decision-makers. The Hon. Don Boudria developed a keen expertise in this area through his many years of political experience with the Liberal Party. He held many key posts including Chair of the Liberal Caucus Committee on Government Operations, Liberal Deputy House Leader (Committees) and Chief Whip, as well as several opposition critic portfolios and key portfolios while in Cabinet. Learn directly from the expert on how to execute forceful and results-oriented lobbying initiatives through the often under-utilized private member's bill with unprecedented results for your clients.*

11:30 **Effective Committee Presentations for Taking Your Message to the Hill**

**Nicole Foster Woollatt**

Vice President, Global Public Affairs

*Before joining Global Public Affairs, Ms. Woollatt gained significant political experience in a number of roles on Parliament Hill. She has been active in numerous political campaigns and events and is Vice President on the Board of the Government Relations Institute of Canada.*

*Much of the real work of Parliament takes place in committee. But are your committee visits hitting the mark? The House of Commons and Senate standing committees make headlines, dissect legislation and target key issues. For witnesses, this is the place to make your case. Doing it right requires perfecting the message, positioning and avoiding common missteps. This session will provide insight into making parliamentary committee presentations a potent part of your GR arsenal.*

12:00 **Global Advocacy: Multi-Jurisdictional and International Lobbying Strategies to Promote Trade and Policy Advancement**

**Robert Silver**

Partner, Crestview

*Collective lobbying efforts are increasingly necessary for today's business to strategically advance trade interests while breaking free from the shackles of government intervention and regulation, and ultimately shaping the risks to your benefit. This session will enable you to cultivate your personalized and effective advocacy strategies for successful lobbying initiatives. Learn to neutralize the opposition through pre-emptive action while gaining widespread support for sensitive and contentious proposals.*

- Understanding the complementary dynamics of international trade lobbying and lobbying for policy change
- Seeing the strength in numbers: Mobilizing your provincial and international counterparts to increase your voice in Ottawa
- Maximizing behind-the-scenes lobbying efforts to get your position included during policy shifts

- Forging media relationships to positively convey your message on a domestic and international platform
- Making inroads with foreign governments to protect against discriminatory treatment of key sectors and unfavourable initiatives at home

12:45 **Co-Chair's Closing Remarks – Conference Concludes**

**POST-FORUM WORKSHOP • JUNE 8, 2011 • 2:00–5:00 pm**

**Keys to Constructing Persuasive Grassroots Lobbying Campaigns**

Workshop Leader

**Peter Clark**

President, Grey, Clark, Shih and Associates

*Don't underestimate the ability of everyday citizens to influence policy and legislation. This in-depth, practical, and comprehensive module will provide the framework for researching, packaging and implementing an innovative and successful grassroots campaign. Learn in an interactive format how to increase your productivity by mobilizing the grassroots. You will return to the field with an expanded portfolio of lobbying strategies necessary to gain widespread support for your projects and advance your interests. Topics covered include:*

- Best practices in grassroots lobbying initiatives:
  - Overview of the key grassroots lobbying methods
  - Knowing your target market
  - Collaborating with colleagues in the early stages as a sounding board
  - Enabling constituents with information and access strategies
- Monitoring your campaigns as they unfold to determine effectiveness
- Controlling online lobbying: When can social media platforms give you the winning edge, and when can they cause irreparable harm?
- Making the most of Lobby Day on Parliament Hill

*Mr. Clark has an extensive practice as a registered lobbyist, with a focus on regulated industries and services. He is also a frequent media commentator and public speaker on international economic relations and appears regularly before Parliamentary Committees.*



This program can be applied towards 2 of the 12 hours of annual Continuing Professional Development (CPD) required by the [Law Society of Upper Canada](#). Please note that these CPD hours are not accredited for the New Member Requirement.

This program has been approved by the [Law Society of Saskatchewan](#) for 2 CPD hours for the conference.

The same number of hours may be applied toward your continuing legal education requirements in [British Columbia](#).

The [Barreau du Quebec](#) automatically recognizes the same number of hours for this training activity, the latter having been accredited by another Law Society subject to MCLE.

Attendance at this program by members of the [Law Society of Alberta](#) may be submitted to the Law Society for Continuing Professional Development credits.



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The Canadian Institute's ADVANCED FORUM on

# GOVERNMENT RELATIONS & LOBBYING



## Top Reasons to Attend

- ✓ Gain insights from seasoned lobbyists for persuasive lobbying initiatives
- ✓ Collaborate with industry colleagues to strategically advance your message
- ✓ Position your organization to maximize limited resources under a minority government

## REGISTRATION FORM

To expedite your registration, please mention your Priority Service Code

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## 5 EASY WAYS TO REGISTER

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- Fax:** 1-877-927-1563 or 416-927-1563
- Email:** CustomerService@CanadianInstitute.com
- Mail:** The Canadian Institute  
1329 Bay Street  
Toronto, Ontario M5R 2C4
- Online:** www.CanadianInstitute.com/govrelations

### ADMINISTRATIVE DETAILS

VENUE: Marriott Bloor Yorkville  
ADDRESS: 90 Bloor Street East, Toronto, ON  
TEL.: 416-961-8000

### Hotel Reservations

For information on hotel room availability and reservations, please contact Marriott Bloor Yorkville at 1-800-859-7180. When making your reservation, please ask for "The Canadian Institute's Preferred Corporate Rate".

### Registration Fee

The fee includes the program, all program materials, continental breakfasts, lunches and refreshments.

### Program Materials

Program participants will receive a comprehensive set of program materials prepared by the speakers. If you have paid and are unable to attend, these will be shipped to you upon request only. Request must be received within 30 days upon conclusion of the program.

### Payment Policy

Payment must be received in full by the program date to ensure admittance. All discounts will be applied to the Program Only fee (excluding add-ons), cannot be combined with any other offer, and must be paid in full at time of order. Group discounts available to individuals employed by the same organization. **Groups of 4 will be invoiced individually at 25% off the available rate at the time of registration. For groups of 5 or more please call 1-877-927-7936 for additional discounts.**

### Cancellation and Refund Policy

You must notify us by email at least 48 hrs in advance if you wish to send a substitute participant. Delegates may not "share" a pass between multiple attendees without prior authorization. If you are unable to find a substitute, please notify **The Canadian Institute** in writing no later than 10 days prior to the program date and a credit voucher will be issued to you for the full amount paid. Credit Vouchers are valid for 1 year and are redeemable against any other program by **The Canadian Institute**. If you prefer, you may request a refund of fees paid less a 25% service charge. No credits or refunds will be given for cancellations received after 10 days prior to the program date. **The Canadian Institute** reserves the right to cancel any program it deems necessary and will, in such event, make a full refund of any registration fee, but will not be responsible for airfare, hotel or other costs incurred by registrants. No liability is assumed by **The Canadian Institute** for changes in program date, content, speakers or venue.

STEP 1

PROGRAM CODE: 270B11-TOR

YES! Please register the following delegate for GOVERNMENT RELATIONS & LOBBYING

Register 4 for the price of 3!

FEE PER DELEGATE	Register & Pay by March 31, 2011	Register & Pay by May 10, 2011	Register & Pay after May 10, 2011
<input type="checkbox"/> Program + Workshop	\$2290 + 13% HST	\$2490 + 13% HST	\$2690 + 13% HST
<input type="checkbox"/> Program (on site)	\$1795 + 13% HST	\$1995 + 13% HST	\$2195 + 13% HST
<input type="checkbox"/> Live Webcast (Program Only)	\$1595 + 13% HST		
Program participants will receive a CD-ROM of the program materials as part of their registration fee			
<input type="checkbox"/> Please add a copy of the *Program Proceedings (BINDER) to my order for \$195 + \$21.95 (S&H) + applicable taxes *Published and shipped within 4 weeks from program			
<input type="checkbox"/> I cannot attend, but I would like to purchase the CD-ROM for \$320 + 15.95 (S&H) + applicable taxes			

STEP 2

### CONTACT DETAILS

NAME \_\_\_\_\_ POSITION \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ PROVINCE \_\_\_\_\_ POSTAL CODE \_\_\_\_\_

TELEPHONE \_\_\_\_\_ FAX \_\_\_\_\_

EMAIL \_\_\_\_\_

TYPE OF BUSINESS \_\_\_\_\_ NO. OF EMPLOYEES \_\_\_\_\_

APPROVING MANAGER \_\_\_\_\_ POSITION \_\_\_\_\_

STEP 3

### PAYMENT

Please charge my  VISA  MasterCard  AMEX

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I have enclosed my cheque for \$ \_\_\_\_\_ including applicable taxes made payable to **The Canadian Institute** (GST No. 84221 1153 RT0001)

### Wire Transfer (\$CAD)

Please quote the name of the attendee(s) and the program code 270B11 as a reference.  
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