

Spring is in the Air



Finally, after a few months of extreme cold, we are beginning to see light at the end of the tunnel. The mounds of white on the ground are slowly, but surely, beginning to

melt away. And, along with this, the winter blues are melting away too.

Your Chapter has planned a lot of activities for you this spring and summer. All of which will keep you enthralled as an active SGH-er, before you go away on your summer breaks.

The planning for our program targeted at the Gen-X group is at an advanced stage. To be held at the Porsche showroom in Oakville on May 13, 2015, this promises to be a great event.

The SME conference, to be held on April 16, 2015, is yet another in the string of such events we have held every year for the SME segment. Filled with great speakers who will give you insights into running your small or medium business, this is a must attend. Registration is already open for this and I urge you to take advantage of this and register your participation at the earliest.

The month of June brings to us the National Conference organized by FEI. This year the conference is in Winnipeg at the Winnipeg Delta Hotel. To be from June 10-12 this year, there is a string of good speakers. This event also gives you an unparalleled opportunity to network with your peers from across the country. Registration can be done at the National website <https://www.feicanada.org/Events/Registration>

Our member, Line Trudeau, has planned summer golf outings for our membership. Restricted to a small group, this will provide golf lessons and a round of golf during the course of the summer to those interested.

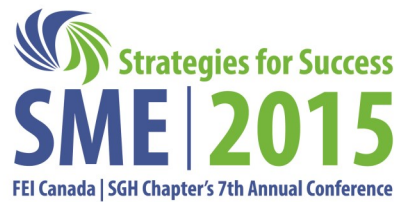
As always, I like to reiterate my request to you to take the time to reach out to your network and encourage qualified finance professionals to become members of this Chapter. Also, keep the conversations continuing beyond the dinner meetings. Become a part of our social media groups to share your views with members. Our social media real estate includes the Chapter's LinkedIn Group (<http://linkd.in/Z609pU>) and our Twitter account (<https://twitter.com/FEICanadaSGH>).

Our membership drive forges ahead in full earnest. Attracting new members and retaining existing members has always been the focus of the Committee. As you already know from previous communications, the iPad contest for getting qualified prospects to the events is on. Get your name in there and be amongst those who stand a chance to win the iPad.

We continue to strive hard to make this Chapter worthwhile for the members. As noted operatic soprano Beverly Sills said, "There are no short cuts to any place worth going."

I am sure you will continue to participate in our activities to take advantage of the fun, fellowship, learning and networking our Chapter has to offer.

~Chapter President, Ananth Koovappady



Thursday, April 16, 2015
 Burlington Convention Centre

REGISTER NOW for the 7th Annual SME Conference 2015: Strategies for Success. Join our esteemed leaders as they highlight a variety of elements that will help drive **Small and Medium-sized Enterprise (SME)** success. Hear lessons drawn from the Best Managed Companies and learn how to build proactive wellness and diversity into your organization while managing ever-growing cyber risk and possibly even global expansion. This conference is not to be missed so be sure to invest a little time in building your strategies for success!

Time	7:30 a.m. REGISTRATION, BREAKFAST AND NETWORKING	
8:30 - 8:45 am	WELCOME - The 4 Faces of a CFO Norm Col, Deloitte	
8:45 - 9:30 am	OPENING KEYNOTE - Transforming Obstacles into Opportunity Paul Rosen - Gold Medal Paralympian	
9:30 - 10:15	Panel: BEST MANAGED - What Makes These Companies Special? Moderated by Peter Brown, Deloitte (Panelists TBD)	
10:15 - 10:45 am	NETWORKING BREAK IN EXHIBITOR HALL	
10:45 - 11:30 am	LEADERSHIP TRACK Trevor Wilson, TWI Inc. <i>The Human Equity Advantage: Beyond Diversity to Talent Optimization</i>	RISK MANAGEMENT TRACK Lisa Bolton, Sherrard Kuzz <i>Employment Law Issues for SMEs</i>
11:30 am - 12:15 pm	Roger Thorpe, Thorpe Benefits <i>Wellness in the Workplace</i>	Larry Harding, Radius <i>Global Growth: Doing Business Beyond Canadian Borders While Staying Out of the Overseas Penalty Box</i>
12:15 - 1:30 pm	LUNCH AND FEATURED SPEAKER - Ian Howcroft, Canadian Manufacturers & Exporters	
1:30 - 2:30 pm	LEADERSHIP TRACK Rebecca Heaslip, Leadership Insight Inc <i>Balance Intuition and Cognition To Make Smart Decisions</i>	RISK MANAGEMENT TRACK Mark Lippman, Protiviti <i>Cybersecurity Risk for SMEs</i>
2:30 - 3:00 pm	NETWORKING BREAK IN EXHIBITOR HALL	
3:00 - 4:00 pm	FEATURED SPEAKER Catherine Swift, Canadian Federation of Independent Business <i>Strategies for Ontario SMEs in the Years Ahead: Coping with a Challenging Economic Environment</i>	
	4:00 to 4:15 p.m. SPONSOR PRIZES	

A special thank you to our SME Conference Sponsors.

Platinum

Silver



Why the Future of Our Organization Depends on Hosting WFEN Events

I recently read two articles that confirm we are not alone in our quest to raise the profile of women in leadership and why it is necessary to actively takes steps to make this happen.

<http://www.forbes.com/sites/jacobmorgan/2015/02/18/why-the-future-of-our-organizations-depends-on-having-more-women-in-management/>

<http://www.macleans.ca/society/life/i-will-no-longer-speak-on-all-male-panels/>

We cannot wait for the current rate of change to bring 50% of our population to the table.

While I do want men to be comfortable attending our WFEN events, I strongly believe for the need to host events that bring more women to the table.

When a woman walks into a regular FEI Canada event, she is likely a gender minority among her peers. While ok for some, it can be intimidating for others. If we are to grow our membership and grow with gender equality, we must take action. By hosting WFEN events we give our members an opportunity to invite women and give us the opportunity to retain them as members. As these events grow, I encourage both men and women to explore the purpose of these events and to support our strategy by getting involved and inviting women to these and other events.

When gender diversity among leaders and, in particular, among our own membership reaches a healthy state, we will no longer need WFEN meetings. But for now, we must take action to effect the rate of change. Together, we can do just that.

I received an email of support I'd like to share.

To the SGH women leaders, thanks for sharing these articles.

The important issue is that we stage WFEN events, at least twice a year, and that they are of high quality and have a strong appeal to women in the business community. As stated in the attached article, as a young man, I got to build my network in business by going in the front door of the private clubs to meetings that were 95+% people who shared my gender and interests. It was invaluable to my success. I feel that it is the responsibility of men to now create an environment for women that has similar support structures, for the purpose of building personal strengths and self-confidence among other skills. It is my personal opinion that people who achieve senior or Board level status do so because of the strength and quality of their network, not their gender, and up until the 21st century, those networks were primarily male. FEI Canada represents leaders helping to create and support progressive and inclusive change.

Bob Rollwagen, FCPA, FCA
Consultant

Thank you Bob for your courage and leadership.

Please help spread the word.

~ Monique L. Delorme, CPA, CA, CPA
(Illinois)
Chair, Sponsorship

**Join us for
the next
WFEN event
at
Southern
Golden Horse-
shoe
“Art of
Negotiating”
April 30, 2015**

**Why The
Future Of Our
Organizations
Depends On
Having More
Women In
Management
- Forbes**

www.forbes.com/sites/jacobmorgan/2015/02/18/why-the-future-of-our-organizations-depends-on-having-more-women-in-management

Join Us for an Exclusive Event on May 13, 2015



Do you like beautiful cars? Do you like beautiful food? Well, we have the event for you! SGH Chapter will be hosting an exclusive networking event at Porsche

Canada's largest dealership in Canada, right here in Oakville on **Wednesday, May 13th**.

Plan on meeting colleagues and prospective members as you circulate amongst some of the most exclusive sports cars in Canada, including the first luxury plug-in hybrid: the Panamera S-Hybrid, which

came out in the summer of 2013.

We are tailoring this event to drive membership and engagement of the Gen-X'ers. We hope that all our members and sponsors will extend an invitation to their network of 30- and 40-something's. This will be a superb venue to host your guests and introduce them to our dynamic chapter. Attendance will be limited and priority given to those bringing a qualified prospective FEI member.

Please watch your in-box and listen for future announcements at upcoming dinner meetings regarding details of this exclusive event.

BIG DATA

Big data is starting to have a significant impact on the success of businesses. To get Big data, you need small bits of data. Our chapter has small bits of data about the interest and activity of members that participate. To get the whole picture, we need to collect a similar amount of data from the members that do not participate as much. We expect this could have a positive impact on our program planning.

Starting with the March dinner meeting, we will be sur-

veying all chapter members to get feedback after every event. We would like those who attended to provide feedback about the event. We would also like those that did not attend to inform us of their situation. All replies will assist in our ability to assess the success of our planning and the expectations of our members. We hope that you will understand the desire of our intention and reply to our quick surveys as often as possible. Your feedback has brought us this far. We hope you can be part of the continuing success.

~ Bob Rollwagen



An orchestrated future for tax and finance Drive enterprise value by increasing tax-finance integration



If you've ever heard an orchestra whose percussion and strings are out of synch or whose horn section is flat, you know the value of harmony. Within organizations, the need for functional alignment is similar. When closely tied functions are not effectively integrated with each other, or with the rest of the enterprise, the result can be competing goals, disjointed objectives and foiled initiatives.

For many organizations, the discord between tax and finance is a major barrier to managing liquidity and meeting performance expectations. The CFO is centre stage, tasked with directing how tax and finance work together – and with the organization – as an operational and strategic unit focused on achieving the right balance between cost rationalization and cash flow optimization.

This is a challenging but critical task. Corporate tax is costly and ubiquitous. Globally, corporate income tax can represent as much as 20% – 30% of an organization's net income. In addition, transaction taxes such as sales tax, withholding tax, mining tax and payroll taxes can add up to a substantial expense and considerable cash outflow. Moreover, virtually every business decision made by an organization has a tax impact and the potential for tax optimization. Tax-impacting transactions initiated outside the immediate tax function include establishing new business and product lines, corporate reorganizations, expansion into new jurisdictions, cross-border transactions, intercompany transactions, and human resource decisions.

Despite the clear importance of managing corporate taxes and tax-related operational decisions, the tax function is often seen as merely a subset of the finance function. Our experience, however, suggests that it should be viewed as a distinct function with a specific service offering. Beyond elevating its stature, tax also needs to be integrated more closely with finance, and both need to be integrated with the broader enterprise to maximize their mutual value.

The path forward

While integration between tax, finance and the broader business is a goal for most organizations, many do not take action to realize it. A pre-defined roadmap is essential to

ensure that integration is strategically determined and tactically implemented.

This roadmap should include:

- ◆ **Activities** – Identified through collaboration between tax, finance and affected areas of the business to ensure effective integration.
- ◆ **Milestones** – Key performance indicators that let you mark achievements, monitor progress and address issues in a timely manner.
- ◆ **Timelines** – Realistically set recognizing that integration is not achieved overnight.

Once the roadmap has been developed, you need buy-in from key stakeholders prior to commencing the project. This buy-in should include:

- ◆ **Top-down** – Tax executive, C-suite (including CFO, COO and CIO), board of directors, audit committee and others where a direct reporting relationship exists. If the “tone at the top” does not align with the initiative, it will not succeed.
- ◆ **Bottom-up** – Tax, finance and affected business functions must fully understand any change and its impacts if they are to participate enthusiastically in required and supporting activities.

Orchestrate the future

Achieving a best-in-class performing organization means seamlessly integrating tax with finance and ultimately with the broader business. Orchestrating this level of collaboration is not easy, and developing stakeholder consensus is a major hurdle. You need the sheet music – a documented strategy and vision to drive the adoption of transformational initiatives. If successful, the benefits can be profound and include: an enterprise-wide architecture that achieves cost efficiencies through straight-through processing and a reduction in manual data manipulation; optimization of transactional tax benefits arising from an increasingly complex, integrated global economy, where people, goods and intellectual property move regularly between tax regimes; and a fundamental shift in the business's core strengths, with tax and finance becoming a true orchestrator of strategic value creation.

*Read the full article [here](#).

~Monique Rudder
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“...Despite the clear importance of managing corporate taxes and tax-related operational decisions, the tax function is often seen as merely a subset of the finance function.”

The Modified Alternative Workplace Model



We find our clients want to explore creating a more open and collaborative work environment, commonly referred to as the Alternative Workplace (“AWP”) model. AWP is characterized by mostly open concept office space with an abundance of common areas commonly referred to as collaboration spaces. One of the cornerstones of AWP is that the traditional 1:1 ratio of employees in offices vs. employees at workstations is closer to 1:1.3 or in some cases, we see ratios as aggressive as 1:2. In some instances, employees show up at work and are assigned an available workstation. Typically, the employee is provided with a secure file cabinet or pedestal on casters for their personal work files that can be taken to their assigned workstation for that day. In theory, since not all employees spend the entire day at their desks, this model offers the benefit of reducing your real estate footprint and real estate costs by not having to provide designated workspace for your entire staff.

However, there are some issues with this model. In order for some employees to be productive, it is important for them to have their own quiet and private

space. It is one thing to reduce your real estate costs, but not at the expense of productivity. The second issue is that some work functions do require designated spaces. Unless you are a large Silicon Valley high-tech company where the AWP model typically makes sense due to demographic, cultural and work function reasons, you may only want to implement AWP for selected areas of your organization resulting in a “modified AWP”.

Our observation is that this AWP model works well with organizations such as Sales, Client Account Management and IT companies. A longer term benefit of AWP occurs when other functions within the organization observe success with the initial test groups and warm up to the idea of the AWP. Over time, a cultural shift and greater acceptance of AWP can be achieved.

If you are considering AWP and/or want more information, please contact us at your convenience.

~Rick Comish
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Chapter Membership Drive - Win an iPad Air 2

You only have four more opportunities to win an iPad Air 2 with Wi-Fi 128g in the 2015 FEI Canada SGH Chapter Membership Drive Campaign. You can secure a ballot for the draw with each pre-qualified guest that you bring to an event before May 2015. To pre-qualify a guest for a chapter event, please complete the [Prospective Member](#) form or contact Line Trudeau at ltrudeau@feicanada.org.

~ Kriss Bush
Chair, Membership Committee

Win



*FEI - SGH is proud to provide our sponsors with the following promotional opportunity. We encourage you get to know our sponsors and their services.



Founded in 1948, Robert Half pioneered the concept of professional staffing services. The company is traded on the New York Stock Exchange (symbol: RHI) and is a member of the S&P 500 index. Robert Half currently has staffing and consulting operations in more than 400 locations, of which more than twenty are in Canada.

The company's specialized staffing divisions include Accountemps, Robert Half Finance & Accounting and Robert Half Management Resources, for temporary, full-time and senior-level project professionals, respectively, in the fields of accounting and finance; OfficeTeam, for highly skilled administrative support professionals; Robert Half Technology, for project and full-time technology professionals; Robert Half Legal, for project and full-time staffing of lawyers, paralegals and legal support personnel; and The Creative Group, for interactive, design, marketing, advertising and public relations professionals.

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We invite you to visit our website at roberthalf.ca/Toronto to learn more about us and why we were once again name to FORTUNE® magazine's list of "Most Admired Companies" (March 1, 2015)!

Upcoming Chapter Events

FE Eye Opener – April 9, 2015

Aon Presents: D&O Environment Liability
Speaker: Justin Perry, National Practice Leader, Aon's Environmental Services Group and Brian Rosenbaum, National Practice Leader, Aon's Legal and Research Practice
 ARS Burlington, 5500 North Service Road

SGH Chapter SME Day – April 16, 2015

Strategies for Success
 Burlington Convention Centre

FE Eye Opener – April 21, 2015

Leasing and Workplace Trends
Speakers: Scott Mulligan, Partner and Rick Comish, Partner, Ellington Tenant & Facilities Services
 Holiday Inn @ Bronte

WFEN Event – April 30, 2015

The Art of Negotiation
 Harbour Banquet & Conference Centre

SGH Chapter Dinner – April 30, 2015

War Stories from the Front Line
Speakers: Dave M. Oswald, Senior Manager, Ernst & Young and Linda M. Lister, Senior Manager, Fraud Investigation & Dispute Services, Ernst & Young

GenX Event – May 13, 2015

Stay tuned for more details.
 Porsche Dealership, Oakville

SGH Chapter Annual Social – May 21, 2015

Entertainment: Comedy Hypnotist, The Incredible Boris
 Ristorante Giardino, Gate House Hotel, Niagara-on-the-Lake

Conference 2015 Winnipeg – June 10, 2015

Expand Your Horizons
 RBC Convention Centre, Winnipeg

SGH Chapter Dinner – September 15, 2015

BigStorming®
 Marilyn Barefoot, Barefoot Brainstorming

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

Our Valued Sponsors

The SGH Chapter appreciates the support of a variety of sponsors. All members benefit from the contributions of our sponsors, awareness of their products, services, and subject matter expertise, and additional networking opportunities. We encourage our members to take advantage of our relationship with these great companies. Please visit the [Member Resource](#) section of our website for sponsor-driven articles and videos there for your learning and benefit.

This quarter we welcome TD and SB Partners as new sponsors to the SGH Chapter.



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

leadership beyond finance

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

Your Chapter Directors

President – Ananth Koovappady
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Director & Chair, Chapter Distinguished Service Award Committee - Bob Rollwagen
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