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The Canadian Public Relations Society, Inc.

The Canadian Institute's 4th Annual

National Government Communications Summit

“This was a great conference. There is a lot I can take back to my workplace, think about, and apply.”

Katherine MacDonald, Communications Advisor
Canada Customs and Revenue Agency (Employee Communications in Government, 2003)

“Excellent presentations by communications professionals who obviously love what they do.... A great mix of topics.”

Greg Muller, Communications Officer
Canada Firearms Centre (Employee Communications in Government, 2003)

Centurion Conference and Event Centre
170 Colonnade Road S., Ottawa

1 Internal Communications for Government November 30 — December 1, 2004

Planning and Implementing New Tactical Frameworks for Engaging Employees, Boosting Organizational Performance and Managing Change in the Public Sector

2 External Communications for Government December 2, 2004

Implementing the Best Practices of Public Relations for Better, Faster and More Effective Communication with Media, Stakeholders and Citizens

Pre- and Post-Conference Workshops: November 29 and December 3, 2004

Register Now: 1-877-927-7936 or 416-927-7936 www.CanadianInstitute.com

Government Communications are distinct from communications in any other industry sector

Government communications are more complex and they matter to everyone: employees, citizens, businesses and other governments.

Furthermore, successful government communicators need to be change management specialists, expert financial managers, champions of IT, media-savvy, politically aware, and masters of performance measurement.

It's a tall order... but it is achievable.

The Canadian Institute's 4th Annual Government Communications Summit is dedicated to helping you reach those goals in a variety of unique ways.

For one, the Government Communications Summit is two distinct conferences:

Internal Communications for Government (Nov. 30-Dec 1) is focused on new and innovative methods of engaging employees, driving performance, and guiding change in the public service.

External Communications in Government (Dec 2) is focused on building relationships with the media, conducting better public consultations, and implementing the best practices of communicating with stakeholders and Canadians directly.

This **Government Communications Summit** will also provide you with new ideas and techniques for:

- Aligning internal and external communications with organizational goals to meet business objectives

- Identifying and mitigating the obstacles to communications — within your workforce and with the public
- Managing the approval process — making government communications "faster, better and cheaper"
- Communicating change — whether it's new governments or new leaders — and how your employee and public relations practices can change with them
- Improving communications efficiencies with new technology — and closing the skills gap between the craftsmanship of messaging and the technical know-how of new IT
- Making communications more interactive — maximizing the 'push and pull' of communications with your internal and external audiences
- Measuring employee, stakeholder and media relations strategies and demonstrating value to upper management
- Using the Internet and Intranets to communicate directly to Canadians and employees
- Creating partnerships and alliances to improve public consultations and strengthen your public image — and employee brand

Don't miss the **Canadian Institute's 4th Annual Government Communications Summit**. Register now and refresh your skills and knowledge during this comprehensive, two-part event. By phone, call **1-877-927-7936** (or in Toronto **416-927-7936**), or register online, www.CanadianInstitute.com

WHO SHOULD ATTEND

- Deputy and Assistant Deputy Ministers
- Directors and Managers
- Project Officers
- Planning Officers and Strategists
- Department Heads
- Program Coordinators
- Advisors and Consultants

Who are responsible for:

- Internal Communications
- Employee Communications
- Corporate Communications and Planning
- Human Resources
- Change Management
- Business Transformation
- Organizational Development

- Client, Membership and Stakeholder Relations
- Media Relations
- Community Relations
- Public Consultations
- Marketing Communications
- Corporate Development
- Government Relations
- Event Management

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Maximize your company's visibility in front of key decision-makers in *your* target market! For more information, contact Business Development Executive **Marcus Campbell** at **416-927-0718 ext. 313**, toll-free **1-877-927-0718 ext. 313** or by email at M.Campbell@CanadianInstitute.com

Register at 1-877-927-7936 or in Toronto 416-927-7936 or www.CanadianInstitute.com



Registration: 8:30 a.m.

9:00 a.m. — 12:30 p.m.

The Complete Guide to Communication Diagnostics: Implementing the Strategies, Tools and Tactics to Measure What You Manage

Workshop Leader:

Tudor Williams, ABC
President
Tudor Williams Inc.

Measuring communication is part of "organizational healthcare". It provides diagnostics for organizational health and wellness.

It is not a one off, ad hoc activity. It is a systematic, objective means to identify needs and evaluate outcomes and results. It is a critical part of the communication plan.

Measurement begins with a strategy. It recognizes both short and long-term organizational needs. It assesses issues, suggests solutions and evaluates outcomes.

In this workshop, two award-winning case histories will be presented, and you will learn:

- The critical elements of a communication measurement strategy
- The four cornerstones of communication measurement and how they fit into a measurement strategy
- How to define the framework within which you can develop your measurement tools and tactics.
- The tools to analyze and diagnose the health of your organization's communication
- Determining what you should measure — and how often

In this interactive workshop, Tudor Williams will guide you through case studies from a number of organizations and help you develop the skills to apply their solutions to your own company's communications activities. Don't miss this great opportunity.

Tudor Williams, ABC, is President of Tudor Williams Inc. As a management consultant, Tudor Williams, ABC, is recognized internationally for his communication and HR research, change management strategies and strategic communication planning. With over 25 years of professional wisdom earned in communication management, he leads Tudor Williams Inc. In recent years he has earned a valued market niche with best practices research, strategic planning and innovative communication solutions to meet his clients' needs. His communication management career began with eight years in corporate public affairs management. He has led the Canadian communication practices for two international consulting firms, Towers Perrin and The Alexander Consulting Group (now AON). He established his own consultancy eleven years ago. Tudor Williams is the recipient of many national and international awards including six IABC Gold Quills. In March 2004, Tudor was designated IABC's Fellow Award recipient for 2004. He is an Accredited Business Communicator (ABC) and was named a Master Communicator by IABC Canada in 1989.



Registration: 1:00 p.m.

1:30 p.m. — 5:00 p.m.

Making the Most of Communications Technology: Integrating Your Communication Strategies with New High Tech Solutions

Workshop Leader:

Tudor Williams, ABC
President
Tudor Williams Inc.

The widespread use of pocket PCs, web-enabled cell phones, complex Intranets, not to mention the multitude of other new technologies coming on stream, has created a bewildering array of new tools and tactics for communications professionals.

Will your communication plans and strategies make the best use of the technologies available? If not, or you are in need of a refresher, take advantage of this comprehensive, up-to-the-minute workshop.

In this session Tudor Williams will explain in detail:

- The fundamental changes in internal and external communication that are being driven by the introduction and use of new technologies
- The new opportunities that technology is creating for communicators
- How to assess the features and benefits of the major new communication technologies and mobile computing devices
- Matching new IT applications to your organization's and audiences' needs
- How to manage content and align multiple sources to deliver your messages

Communications technologies are advancing at a rate quicker than many communicators or organizations can catch up. Benefit from Tudor Williams' experience and expertise. Take stock of what IT you have, what more you can do with it, and what you may need to invest in now and in the future.

8:00 Registration Opens and Coffee Served 

9:00 Opening Remarks from the Chair

Gloria Sauvé
Director, Internal Communications, **Transport Canada**

9:10 Turning Around the Ship of State: How Employee Communications Can Be the Navigators of Change and Organizational Transformation

Diane Patell-Pernari, Director, Employee Communications **Canada Post Corporation**

Internal communications can be — should be — the key function that pilots employees through change and towards new strategic objectives. Simply put, if you want people working towards the same goals, and by the same rules, internal communication is the key to bringing that about. Join in a discussion with Diane Patell-Pernari on how your internal communications functions can be refined to add greater value to your organization and employees.

- Making the role of internal communications a valued function in the eyes of senior management and front-line employees
- Creating and promoting internal communications practices that support senior management's strategic priorities
- How and when to develop strategic short-term and long-term internal communications plans to support change
- Collaborating with functional groups to ensure strategic objectives are met
- Understanding the importance of close collaboration between internal communications and an established Change Network to engage and motivate employees toward change
- Helping employees adapt to change through various communication channels
- Using effective communication techniques to make remote employees feel a part of the larger organization
- Providing mechanisms that solicit feedback through organizational and business process changes and comment on the value of a communications event
- Incorporating employee feedback as input for future communication events or for improving the existing processes

10:00 Networking Coffee Break 

10:15 Winning Management Approval (and Greater Employee Commitment) with Your Internal Communications Strategy

Beth Green, Vice President and Communications Practice Leader, **GPC International**

Frances McRae, Senior Consultant, **GPC International**

Without support from your senior managers, your communication programs may never get off the ground. But there are ways of gaining that hard-earned buy-in. Beth Green and Frances McRae have an abundance of experience on both the government and agency side of internal communications. Using a checklist and scenario questions, they will take you through the steps that will deliver you and your well-thought-out communications strategy from 'no-go' to 'let's-go'.

- Creating a strategic internal (and supportive external) communications plan that clearly outlines communications and organizational objectives
- Aligning employee communications with organizational goals
- Conducting and presenting a risk assessment
- Quantifying and justifying the intangible benefits to (skeptical) management and employees
- Justifying the importance of employee communication as a strategic tool (as compared to marketing, advertising, media relations, etc.)

- Working with senior executives to develop management-driven communications initiatives - and gaining management involvement/action in the process
- Developing and implementing appropriate performance measurement tools to demonstrate to management communications effectiveness

11:15 Allocating Limited Funds and Scarce Resources: Setting Priorities on a Constrained Budget

Ed Yudin, Coordinator, Internal Communications Communications Branch **Ontario Ministry of the Environment**

Sudden budget constraints may force you to quickly and radically alter how your organization communicates to its staff. Learn how to proactively turn the situation to your advantage.

- Determining what functions and initiatives are most important — what stays and what goes
- Spending taxpayers' money like it was your own — evaluating value for money
- Measuring results with your target audience — are your new communications products doing the job?
- How to phase in changes so you don't lose credibility with your employees
- Using technology to overcome your budget constraints
- Getting buy-in from management on your streamlined approach to internal communications
- Implementing cost-effective internal communications without looking like you're cutting corners
- How to maximize your scarce resources by identifying communications "champions" in your organization

12:00 Networking Luncheon for Delegates and Speakers 

1:30 Communicating During and After Business Transformation: Managing Change at the Atlantic Canada Opportunities Agency

Stephen Heckbert, APR
Director of Communications, Minister's Office **Atlantic Canada Opportunities Agency**
(President, Canadian Public Relations Society, Ottawa Chapter)

The Atlantic Canada Opportunities Agency has undergone major changes in the past five years. As a result, there was a lack of understanding of the Agency in Atlantic Canada, and a need to communicate the changes in a volatile, difficult political environment. Communicating during the change, and after, became a priority for the Agency.

- What was done to ensure top-level buy-in and visible support for communication's change management initiative?
- Do different audiences need a variety of communications approaches? If so, what works best for each?
- Ensuring the communications team is part of the project team
- When culture change is involved, what can be done to allay people's doubts/concerns?

2:15 Networking Refreshment Break

2:30 Success Stories: Using Innovative Strategies that Engage Employees (and Actually Reach Management's Expectations!)

Fiona Nelson
Chief, Communications Services **Canadian Forces Grievance Board**

Interactive Learning Session

Case Study

Case Study

Jacqueline Bourque, Head of Internal Communications
Bank of Canada

Successful employee communications initiatives — especially for the public service — require broad-thinking and a variety of innovative approaches to achieve their required goals. Learn how to overcome the constraints of tight budgets, staff shortages (and low morale) as this panel of communications professionals share their creative employee communications strategies.

- Using novel techniques that will enliven messages and make an impact on employees
- Crafting mundane organizational or operational subject matter into compelling and relevant messages

- Incorporating plain language into your electronic communications — learn when and when not to use email
- Balancing between 'push and pull' communications
- Educating employees to pull information from different sources (not to rely on messages being pushed upon them)
- Producing internal videos and electronic newsletters for dispersed employees that capture attention and control costs
- Balancing user's information needs with government restrictions on content
- Organizing departmental conferences to encourage more vertical and horizontal interaction and face-to-face communication

3:45 Chair's Recap — Conference Adjourns

Wednesday, December 1, 2004

8:00 Coffee Served ☞

9:00 Opening Remarks from the Chair

Gloria Sauv , Director, Internal Communications
Transport Canada

9:10 Measuring Internal Communications — Pilot Project at the Canada Border Services Agency (CBSA)

Jennifer Morrison, Manager Communications
Canada Border Services Agency

Determining the success of your internal communications function requires an understanding of the evaluation tools available. In this session, hear Jennifer Morrison discuss how the CBSA uses measurement to assess and improve its internal communications function.

- Using employee surveys to encourage and utilize employee feedback
- Assessing your communications function to identify areas in need of improvement
- Measuring current employee attitudes and learning how they prefer to receive messages
- Determining the information needs and wants of your employees
- Incorporating employee feedback into your communications strategy
- Helping employees have the right information at the right time
- Making the links between internal communications and knowledge management

10:00 Networking Coffee Break ☞

10:15 Building a Better Employee Intranet — What You Can't Do Without (and Why)

Katherine Fletcher
Vice President & Managing Director, **iStudio**

Mark Giberson, Manager, Internal Communications
First Nations & Inuit Health Branch, **Health Canada**

This special training session has been designed to provide practical tips for public servants who have been given the task of managing their department's or ministry's intranet. Bring extra note paper as Katherine Fletcher and Mark Giberson discuss:

- Determining if an intranet is necessary for your department or ministry's internal communication needs — it has to be asked!
- Evaluating your current internal communications practices and deciding which are fit for an intranet
- Creating a development and review team to assess programs, policies, and IT requirements
- Identifying the critical information needs of employees
- Empowering communications managers to decide key accountabilities — and letting them get on with it

11:15 "Staying on Message": How to Ensure That Your Internal, External and Stakeholder Communications are Aligned and in Agreement

Jim Quick, Assistant Deputy Minister
Communications New Brunswick

In ALL cases and at ALL times your communications channels must be coordinated. For your communications objectives to work effectively, all stakeholders must be provided the same, accurate information. Jim Quick will share his considerable experience on how to ensure that you are communicating the same information to each of your department's or ministry's audiences.

- Fully understanding all communications functions within your organization and how they inter-relate and impact one another
- Educating senior management on the role that communications plays in improving organizational performance and managing workforce culture
- Linking communications initiatives to organizational goals
- Ensuring the same messages are being sent internally and externally — and knowing when to send different messages
- Understanding how your internal stakeholders are your best external messengers — and how to harness that energy

12:00 Luncheon for Delegates and Speakers 

1:30 New Technology and the Changing Horizons of Communication: Are You on the Cutting Edge of IT?

Tudor Williams, **ABC**, **Tudor Williams Inc**

Technology is changing many of the fundamental functions of the communication business. Our traditional worlds of preparing and disseminating information, publishing, broadcasting and daily, weekly and monthly deadlines are eroding as technology imposes new expectations and demands. In this session, Tudor will focus on the roles and responsibilities of communicators in the future as technology continues to: assume some of the traditional functions of communicators; make obsolete some of the 'favourite' tasks of communicators; and create new responsibilities for communicators who must integrate, facilitate and coordinate knowledge sharing through multiple channels in virtual time.

2:30 Communications for Non-Communicators: Training Front-Line Managers on How to Communicate to Staff and Direct Reports

Malcolm Bernard
Managing Partner, **NATIONAL Public Relations**

A critical component of any employee communications endeavour — especially during change — is the need to maintain a constant flow of information between managers and staff. Learn as Malcolm Bernard incorporates a mix of instruction and exercises to teach you the best practices for training frontline managers on:

Case Study

Learning Session

High-Tech Session

Register at 1-877-927-7936 or in Toronto 416-927-7936 or www.CanadianInstitute.com

- Delivering key messages directly and effectively and reducing complex issues to core messages (sound bites)
- Reinforcing and communicating workplace values and ethics
- Encouraging dialogue and frankness from employees
- Using face-to-face, electronic, and traditional techniques strategically
- Identifying communications obstacles and turning difficult issues into opportunities for discussion or ideas/solutions

- Ensuring body language is supporting messages
- Managing conflicts, disputes and/or difficult personalities
- Reviewing communication with employees — ensuring key points have been understood
- Enhancing your own skills as a 'plain language' communicator

3:45 **Chair's Closing Remarks/
Conference Concludes**

Thursday, December 2, 2004

External Communications for Government

Implementing the Best Practices of Public Relations for Better, Faster and More Effective Communication with Media, Stakeholders and Citizens

8:00 **Registration Opens and Coffee Served** ☞

9:00 **Opening Remarks from the Chair**

Robert Henderson, Vice President, National Capital Region
Canada NewsWire

9:10 **What the Critics Think Are the Best Practices of Public Affairs and Why That's Important**

Bruce Campion-Smith
Reporter, Ottawa Bureau, **The Toronto Star**

Martin Stringer, Presenter, CPAC

David Gollob, Vice President, Public Affairs
Canadian Newspaper Association

Tasha Kheiriddin
Ontario Director, **Canadian Taxpayers Federation**

What do the critics and commentators think?

Hear from this panel of seasoned media and communications experts as they explain what it is like to be on the receiving end of government public relations, and benefit from their tips on what you could do to make the most of this symbiotic relationship.

- How do journalists rely on government media relations officials?
- What conditions can you create to ensure fast and simple exchanges?
- How can government communications strategists develop trust and build relationships with journalists?
- What about political debacles?: AdScam, Gun Registry, HRDC Scandal, a DWI Premier, broken promises, etc.

10:30 **Networking Coffee Break** ☞

10:45 **Reaching the Right People the Right Way: Selecting the Most Effective Medium for Your Target Audience**

Catherine Bianco, Corporate Communications Strategist
Regional Municipality of Niagara

Susan Smith, Principal, **Bluesky Strategy Group**

Getting information out quickly — even as quickly as the critics — is a goal that is seldom achieved in government. However, careful selection of the right media, and method, can substantially improve audience penetration for your targeted messages.

- What are the optimal ways to communicate government programs to Canadians? Is it different for municipal, provincial or federal programs?
- Ensuring information from various sources is communicated consistently and in a timely fashion
- Coordinating the message with the medium: public consultation, print or broadcast media, advertising, internet, etc.
- Evaluating the effectiveness of your chosen medium — are you getting your message across?
- Managing internal approval processes — how to speed it up

11:30 **Community Relations and Public Consultations: Mastering the Art of Successfully Consulting with the Public**

Jay Hartling, Head, Consultation Secretariat
Fisheries and Oceans Canada, Pacific

Developing an effective public consultation process requires a clear understanding of your objectives as well as the role you intend stakeholders to play in the design of government policy. Only then is it possible to design and hold public consultations that keep the public engaged and result in meaningful and constructive feedback.

- The characteristics of effective public consultations
- Answering the Big Question: Why are we consulting?
- Gauging levels of issue literacy
- Choosing the appropriate methods for public participation
- Finding innovative ways for the public to participate
- Building stakeholder and staff capacity
- Coordinating consultation efforts with other federal departments

12:15 **Networking Luncheon for Delegates and Speakers** 

1:30 **Inter-Governmental Communications Strategies: How Different Levels of Government Can Collaborate and How Canadians Benefit**

Malcolm French, APR, Manager, Corporate Communications, **Saskatchewan Watershed Authority**

When a public service is provided by different levels of government, the service's execution and administration is typically well coordinated. Less often however, do the different players coordinate their communications. As a result, citizens are confused and unsure who provides what. Hear how the Saskatchewan Watershed Authority ensures that its messaging is aligned with its government partners and remains citizen-centric.

- Coordinating an overall public relations strategy that focuses on users — being citizen-centric
- Ensuring your communications are building on synergies — how to successfully integrate public relations functions
- Managing your way through double bureaucracies
- Identifying and defining roles for issues, crises, and change management
- Fostering public confidence through consistent, focused messaging
- What happens when your governments don't agree
- Measuring results and demonstrating value

2:15 **Networking Refreshment Break**

Critic's Panel

Back
by Popular
Demand

Case Study

2:30 Innovative Approaches for Public Affairs and Media Relations: How to Communicate with Canadians

Panel Session

Gordon McIvor, Vice President, Public and Government Affairs, **Canada Lands Company Ltd.**

Ginette LeBreton, Manager, Corporate Communications **Canadian International Development Agency**

Stephen Heckbert, APR, Director of Communications, Minister's Office, **Atlantic Canada Opportunities Agency**

Jim Quick, Assistant Deputy Minister **Communications New Brunswick**

- Converting mundane or technical subject matter into compelling issues of public interest
- Using comprehensive press releases that journalists and editors will follow up
- Creating accurate pre-packaged factsheets, quotes and editors' notes with easy links to additional information and contacts
- Finding and using the hidden assets in your organization or in the subject matter of your 'story' to generate media interest
- Leveraging industry awards or high profile partnerships or supporters to raise your media profile
- Using public opinion research (POR) techniques to poll public mood

3:45 Measuring the Value of Strategic Communications: Doing the Right Things and Doing Them Right

Learning Session

Caroline Robertson, Principal, **Caroline Robertson Strategic Marketing + Communications**

- Understanding the fundamental link between strategy and evaluation
- Exploring proven tools and techniques to measure and communicate intangible value in a way that makes business sense
- Identifying and addressing the key barriers to meaningful evaluation of communications deliverables
- Gaining exposure to a practical, outcomes-based Logic Model that is tailored to the communications discipline
- Learning and testing techniques to apply a scalable Evaluation Framework across communications deliverables

**4:30 Chair's Closing Remarks
Conference Concludes**

**Optional Post-Conference Training Session
Friday, December 3, 2004**

External Communications for Government
Implementing the Best Practices of Public Relations for Better, Faster and More Effective Communication with Media, Stakeholders and Citizens



Registration: 8:30 a.m.

9:00 a.m. — 4:00 p.m.

Managing Media Interviews: Advanced Media Skills for the Government Spokesperson and Winning Techniques for Training Key Staff

Workshop Leader:

Brian Lambie, Principal, **Redbrick Communications**

This media relations training workshop will give participants practical tools and techniques to manage a broad range of challenges, many of which are unique to public sector professionals and elected officials.

Through a mix of instruction, exercises and mock interviews, this workshop will teach participants how to:

- Recognize what makes news and why
- Address the various needs and challenges associated with print, radio, television and internet media
- Improve teamwork within your organization to ensure rapid response
- Develop sound media relations protocols
- Marry your objectives to those of reporters
- Recognize roles and responsibilities within public sector organizations
- Plan media responses to building issues and crisis situations
- Prepare themselves and others to serve as media spokespeople
- Develop media savvy messages and briefing materials
- Answer questions effectively and bridge back to your key messages
- Ensure a good night's sleep after an interview is given

Don't leave your spokesperson unprepared! Register today for this comprehensive full-day media skills training workshop.

Brian Lambie founded Redbrick Communications in 2002 with a mission to empower people and organizations to tell their own story. He is a former VP and Account Group Director of two public relations firms in Toronto. Prior to that, he was an Information Officer with the Ontario Ministry of Natural Resources and a Communications Officer with the Ontario Clean Water Agency. In 2002 he helped Dr. Mordechai Rozanski manage his review of Ontario's \$14 billion funding formula for public education. Over the past 15 years, Brian has worked on issues related to: health care, human and environmental health risk assessment, natural resource management, soil contamination in residential neighborhoods, air emission controls, drinking water and wastewater treatment, municipal finance, taxation and amalgamation, and public sector insurance.

The Canadian Institute's 4th Annual

National Government Communications Summit

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REGISTRATION FORM

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YES! Please register the following delegate(s) for the 4th Annual
National Government Communications Summit

Fee Per Delegate

- Internal Communications for Government (311D05-OTT) \$1499 + \$104.93 (7%) GST = \$1603.93
- External Communications for Government (319D05-OTT) \$899 + \$62.93 (7%) GST = \$961.93
- Both Internal and External Communications for Government \$1999 + \$139.93 (7%) GST = \$2138.93
- Workshop A \$499 + \$34.93 (7%) GST = \$533.93
- Workshop B \$499 + \$34.93 (7%) GST = \$533.93
- Workshop C \$699 + \$48.93 (7%) GST = \$747.93

I cannot attend but would like information regarding conference materials

* Discounts to be applied at registration

*CPRS members receive 15% off regular price

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Administrative Details

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Hotel Reservations

For information on hotel room availability and reservations, please contact the Monterey Inn at (613) 226-5813. When making your reservation, please ask for government rates starting at \$99.00

Program Materials

Conference participants will receive a comprehensive set of conference materials prepared by the speakers. These materials are intended to provide the participants with an excellent reference source after the conference.

Cancellation and Refund Policy

Substitution of participants is permissible without prior notification. If you are unable to find a substitute, please notify **The Canadian Institute** in writing no later than 10 days prior to the conference date and a credit voucher will be issued to you for the full amount paid, redeemable against any other **Canadian Institute** conference. If you prefer, you may request a refund of fees paid less a 15% service charge. No credits or refunds will be given for cancellations received after 10 days prior to the conference date. **The Canadian Institute** reserves the right to cancel any conference 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.

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Any firm or company registering three people at the same time will be entitled to a fourth registration free of charge.

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