Take this economy and love it

Katherine Lee, President and CEO GE Capital

Playing it by ear

Gary Brown, SVP and CFO, Silver Wheaton

Seeing globally, acting locally

Art Korpach, Director, Canexus Corporation

High flyers

James Cherry, CEO, Aéroports de Montréal and Jane Craighead, SVP, Total Rewards, Scotiabank
With the economy recovering and optimism making a comeback, the one consistent theme on everyone’s minds is growth. Growth is not so much at the top of the corporate agenda – it is the agenda.

Two of the ways we’re growing at Ernst & Young are by expanding our footprint in the entrepreneurial services space and making smart strategic acquisitions. Just since the last issue of Connect, we’ve made two bold moves that achieve both these goals.

In December, we merged with RSM Richter LLP’s Toronto audit, tax and transaction advisory practices, and its Calgary restructuring practice. We gained 140 people, including 12 partners, and hundreds of strong relationships with private companies. By combining our practices and brands, we’re now able to better serve the high-achieving and high-growth private, mid-market companies that are critical to Canadian success.

And earlier this month, we signed a letter of intent to merge with Saskatoon-based Hergott Duval Stack LLP, the largest independent accounting, tax and business advisory firm in Saskatchewan and the leading local firm in the private mid-market space. We expect the deal to close on 1 June, and we’ll be welcoming 115 new people to the firm. This merger gives us a presence in one of Canada’s fastest-growing provinces and significantly improves our efforts to realize major opportunities with local industries.

The expansion of our Entrepreneurial Services practice comes in tandem with tremendous growth in the Ernst & Young Entrepreneur Of The Year® program. Last year saw us achieve a record number of submissions. And this, year, our 19th, is on track to be another banner year. The judging will soon begin, and we’ll announce our regional finalists in July. There’s nothing else in the marketplace quite like Entrepreneur Of The Year, and it continues to be an important vehicle for connecting with and recognizing outstanding and fearless entrepreneurs.

You can read about last year’s Canadian Entrepreneur Of The Year, Dani Reiss of Canada Goose Inc., on page 14. In fact, I hope to see some of you participating next year – as we celebrate the 20th anniversary!
We have even more inspiring stories in these pages about some of our alumni who are leading their organizations’ growth agendas.

Katherine Lee, President and CEO of GE Capital Canada, acknowledges that the business landscape has changed forever, but she thinks this is the perfect time to “find the opportunities, adapt and grow.”

James Cherry, CEO of the Montreal Airport Authority, is profiled along with his wife, Jane Craighead, Scotiabank’s Senior Vice President for Incentives and Rewards. James is committed to finding ways for the aviation industry to become more environmentally friendly.

Over at Silver Wheaton, Senior Vice President and CFO Gary Brown says his company has “created an alternative to investing in bullion.” With just 24 people and a market capitalization of about $12 billion, Silver Wheaton has one of the highest market caps per employee of any publicly listed company in the world.

If you’re looking for more inspiration on how to grow your organization, take a look at our latest piece of thought leadership: Growing beyond: how high performers are competing for growth in difficult times.

By listening to some of the world’s most successful companies, we’ve determined that success hinges on the execution of four competitive drivers: customer reach, operational agility, cost competitiveness and stakeholder confidence.

This report explores these four drivers and builds on the research we shared in 2008’s Opportunities in adversity, 2009’s Lessons from change and 2011’s Competing for growth.

Here are some of the critical questions business leaders need to ask themselves:
• Do we have the right processes, information systems and experience to assess market opportunities and implement strategies?
• How flexible is our supply chain: from supplier choice through manufacturer to customer?
• Have we engaged in a competitive review of pricing strategies?
• Have we embedded a high level of transparency and accountability at all levels of the organization?

I believe our economy is poised for growth. And it will be driven largely by business leaders — like many of our amazing alumni — who will use the advantages they now enjoy to make the bold moves necessary for expansion. Yes, growth is the agenda — and there are plenty of reasons to be optimistic in 2012.

We’ve launched an exciting new venture to boost our brand — a multi-year sponsorship agreement with global entertainment icon Cirque du Soleil!

“We’re thrilled to align with Cirque — it’s such a creative and inspiring brand,” says Kelly Peace, National Marketing & Communications Director for Ernst & Young.

“And we’re proud of the values we share — in fact, these were a major factor in the sponsorship decision. Just like Cirque, we believe in the strength of diverse teams, the value of innovation and the power of the entrepreneurial spirit.”

The two organizations share some history, too. In 2006, Cirque founder Guy Laliberté won the coveted Ernst & Young Entrepreneur Of The Year Award for Quebec and Canada. He then went on to become the only Canadian so far to bring home the Ernst & Young World Entrepreneur Of The Year title.

The sponsorship provides us with category exclusivity and includes hospitality opportunities, employee perks, one-of-a-kind experiences and special events for our clients and staff.

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Photo: Jean-François Bérubé  Costume: Kym Barrett © 2010
In this issue

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GE Capital Canada President and CEO Katherine Lee understands what it takes to embrace the new realities of today’s economy.

Seeing globally, acting locally
Calgary alum Art Korpach has spent much of his career attracting global customers for Canadian energy. He shares his thoughts on trade, innovation and giving back to the community.

High flyers
Alumni power-couple Jane Craighead and James Cherry both love a challenge. They make a long-distance relationship work while managing demanding – and interesting – careers.

Sewing up success
Canada Goose's Dani Reiss, Canada’s 2011 Ernst & Young Entrepreneur Of The Year, is a born entrepreneur. His iconic brand is soaring worldwide while remaining firmly footed in Canada.

Playing it by ear
Whether he’s leading a company through a major financing or teaching himself to play the guitar, Silver Wheaton's Gary Brown has forged his own path.

At the top of her game
In what has long been seen as an “old boys' club,” Golf Canada President Diane Dunlop-Hébert shares her thoughts on women in leadership, and how the game of golf is evolving in Canada.

A message from Trent Henry

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Around Ernst & Young

Come together

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At the top of her game
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News-makers

East

- **Sheila Fraser** (Ernst & Young 1972–99, Partner, Audit, Quebec City) was appointed to the boards of directors of Manulife Financial Corporation, The Manufacturers Life Insurance Company and Bombardier Inc. Fraser served as Auditor General of Canada from 2001–11.
- **Dejan Ristic** (Ernst & Young 1995–00, Manager, Assurance, Montreal) joined Gondwana Gold as Chief Financial Officer.

Central

- **Steve Bloom** (Ernst & Young 1992–95, Senior Staff, Assurance, Toronto) was elected to the board of directors of Biosign. Bloom is the Senior Vice President, Finance, at Kilmer Van Nostrand Co. Limited.
- **Carol Gordon** (Ernst & Young 1978–82, Toronto) was appointed Vice President, Audit Services, at Ontario Teachers’ Pension Plan.
- **Katie Harrigan** (Ernst & Young 2002–05, Senior Staff, Assurance, Toronto) was appointed Chief Compliance Officer at Burgundy Asset Management Ltd.
- **Karen Maidment** (Ernst & Young 1981–88, Manager, Assurance, Kitchener) was named to the board of directors of TD Bank Group. Maidment is a former Chief Financial and Administrative Officer of BMO Financial Group.
- **Calum McNeil** (Ernst & Young 1991–94, Senior Staff, Assurance, Hamilton) was named Vice President, Financial and Management Reporting, at Ontario Teachers’ Pension Plan.
- **Paul Rawlinson** (Ernst & Young 1989–95, Executive Director, Consulting, Toronto) was appointed Senior Vice President and Chief Risk Officer at The Economical Insurance Group. Most recently, Rawlinson was Head of Risk Management for ING Bank of Canada.
- **Kevin Strain** (Ernst & Young 1986–94, Manager, Assurance, London), currently Senior Vice-President of Individual Life Insurance and Investments for Sun Life’s Canadian division, was appointed President of Sun Life Financial Asia starting in June 2012.
- **Barbara Stymiest** (Ernst & Young 1978–92, Partner, Assurance, Toronto) was appointed Independent Board Chair of Research In Motion and has been elected to the board of Sun Life Financial Inc. Stymiest has been a director of RIM since 2007 and was most recently Group Head of Strategy, Treasury & Corporate Services at Royal Bank Canada.
- **Mark White** (Ernst & Young 1997–01, Partner, Legal, Toronto) has joined Bank of Montreal as Senior Vice President of Capital Management and Optimization.

West

- **Tracy Graham** (Ernst & Young 2002–09, Senior Manager, Advisory, Winnipeg) joined the board of the Young Associates of the Asper School of Business. Graham is Executive Vice President and Chief Financial Officer of the Manitoba Lotteries Corporation.
- **David Kong** (Ernst & Young 2005–10, Partner, Assurance, Vancouver) was named a director at Silvercorp Metals Inc.
- **Patricia Newson** (Ernst & Young 1984–85, Assurance, Calgary) was appointed Chair of the Board of Directors of Heritage Gas Limited, which is owned by AltaGas Utility Group Inc. In December, Newson retired from her role as Senior Vice President of AltaGas Ltd.
- **Samantha Petersen** (Ernst & Young 2007–10, Senior Staff, Assurance, Calgary) was appointed Chief Financial Officer of Canadian Energy Exploration Inc.
- **Scott Thomson** (Ernst & Young 1997–99, Senior Manager, Consulting, Vancouver) was named President and Chief Executive Officer of Manitoba Hydro. Until recently, Thomson served as Executive Vice-President, Finance, Regulatory Affairs, Energy Supply, and Chief Financial Officer for FortisBC.
Take this economy and love it

There are those who like change and those who don’t. And there are those who embrace change as an opportunity to stretch their skills, broaden their vision and learn how to thrive. Ernst & Young alum Katherine Lee is one of those people – and we had the chance to get her perspectives on what it takes to take on the realities of today’s economy.
Early lessons in adaptation

President and CEO of GE Capital Canada Katherine Lee offers a bold and optimistic take on today’s volatile economy: learn to like it, and the potential is huge.

“While the business environment is slowly improving, the landscape is changed forever. It’s no longer about weathering a storm, but learning to thrive in a completely new climate,” says Lee. “It’s time to find the opportunities, adapt and grow — and do it because of, not in spite of, today’s economic realities.”

She says this with an earnest smile. After all, she’s intimately familiar with the trials and triumphs of adapting to unfamiliar territory.

Born in Seoul, Lee came to Canada as a child with her family, an early life change that planted the seed for the mobile mindset she developed later on. Throughout her career, Lee’s taste for new challenges has meant learning to adapt to new cultures, people and working environments — repeatedly. She’s worked and lived in four different countries and a diverse group of cities, including Seoul, San Francisco, Tokyo, Montreal and Toronto.

“I think everyone should seek out opportunities to experience new environments if they can,” says Lee. “Whether it’s a new country or a new part of the company, every time you stretch beyond your comfort zone, you grow in ways you wouldn’t otherwise.”

The thrill of empowering

Lee took the helm of GE Capital in January 2011 — 16 years from the time she first joined the company, after beginning her career with Ernst & Young.

Her time with Ernst & Young was an opportunity to grow her network and earn her chartered accountant designation, which had always been a goal. Those early years of her career were also her first taste of what it feels like to empower businesses, during her work in an Audit sub-service line that was then called the Entrepreneurial Services group.

Now she leads a company that provides businesses with the capital they need to thrive. GE Capital provides its customers across Canada with financing of approximately $4 billion per year.

“I came to know GE while working at Ernst & Young on the liquidation of Standard Trust,” explains Lee. “Our team worked on the sale of a portfolio of non-performing loans, mostly real estate, to the winning bidder, GE Capital Real Estate.”

Lee recognized the opportunity to branch out, and accepted an offer to manage a real estate loan portfolio. She soon progressed to the role of Portfolio Business Development Manager, and later to Director, Mergers and Acquisitions, for GE Capital’s Pension Fund Advisory Services in California.

Her breadth of experiences has given Lee a broad understanding of the value GE provides to its customers across industries. In her first year as the organization’s leader, she focused on evolving the company’s value proposition to capitalize even more on its wealth of industry knowledge.

“Our customers tell us one of the most important reasons they choose GE Capital is because of our industry expertise,” says Lee. “In 2012, we’re focusing even more on how we serve our industries, and looking to deepen our relationships in the energy, mining and working-metal industries, in particular;”

Understanding the unique context in which your customers operate is important, but Lee is quick to point out that the demanding economic climate means organizations need to provide more than simple understanding in order to be competitive. They need viable solutions, and this is where the GE slogan “Imagination at work” comes in.

“Imagination at work is about being creative and strategic,” notes Lee. “It’s about fostering idea generation at every level and thinking continually about how to innovate and provide even more value. This mindset makes us stand out as an organization and as individuals.”

A leader among leaders

“With one year behind me in this role, all I can think about is how much more I want to do,” Lee enthuses. “The past year has been about building a unified leadership team, which we’ve been able to do very well, and really getting to know our employees and customers across Canada.”

Lee says her approach to building the leadership team included a balance of drawing on the strong talent already in place, looking at GE professionals around the globe and mixing in some fresh perspectives from outside the organization.

“Now, we’re ready to be bolder — to take the business to the next level, with new customers and new programs to deliver even more growth. It’s an exciting time.”
A vital part of her strategy for growing the business is taking the time to meet with customers and employees across the country.

“I want to spend more time with our customers, forming meaningful relationships, and less time in the office,” says Lee. “The most important thing I can do on any given work day is stay close to our customers and our people.”

With more than 10,000 small to mid-market customers and approximately 600 employees at 20 different locations across Canada, she has her work cut out for her staying connected with them all.

“When it comes to our people, connecting with them has been one of the most rewarding parts of my first year in this role,” says Lee. “Of course, we have our remote communications through email and our company intranet, but I prefer interactive channels – town halls, roundtables and just informal discussions about how things are going. These are the best ways for taking the pulse of how our people are feeling, what they need to get their jobs done well, and what they’re seeing in the local market.”

When Lee speaks with customers directly, she always asks two questions: How’s business? What are your top challenges?

Lately, the answers are often the same. Business is getting better. And we need to find ways to make enough profit. We need solutions for addressing the shortage of skilled labour.

“The most important thing I can do on any given work day is stay close to our customers and our people.”

“Opportunities open up when you show you can go where others couldn’t — with a smile.”

With more than 10,000 small to mid-market customers and approximately 600 employees at 20 different locations across Canada, she has her work cut out for her staying connected with them all.

“Good habits are hard to fake”

Lee has had a reputation for standing out and making a lasting impression with clients for some time. Ernst & Young Transaction Advisory Managing Partner Murray McDonald remembers her fondly.

“I saw Kathy approach her work with a special tenacity from the start,” recalls McDonald. “She was focused on results and naturally driven to do more than was asked of her for our clients and our people. It’s clear that’s been a consistent theme throughout her career.”

Lee says early in her career she never thought to set her sights any further than earning her CA designation. She certainly never considered the possibility of being CEO of a multinational organization. So, how did she become such an accomplished leader?

“GE is a great place to develop as a leader because of the opportunities it offers to diversify your skills and experiences, including through different roles and locations,” says Lee. “I think my rapid growth as a leader started in 1999, when I was appointed Managing Director of GE Capital Real Estate Korea, splitting my time between Seoul and Tokyo. That experience taught me how to build a business and a team from scratch – in a business environment that was completely foreign to me.”

Her challenge to ambitious professionals looking to jumpstart their careers?

“Be bold enough to grow your strengths every chance you get. Take on an unpopular opportunity in your organization and find success there. Opportunities open up when you show you can go where others couldn’t — with a smile.”

Birthplace
Seoul, South Korea

Currently reading
*The Hunger Games*, by Suzanne Collins – to find out why her son enjoyed it so much

Languages spoken
English and “not quite enough” Korean or French

Best advice she’s received
From her dad, “Education is gold” From her husband, “Everything worth having takes hard work”

What she enjoys outside of work
Spending time with husband Roman (also an Ernst & Young alum) and their 10-year-old son, whether it’s a quiet evening at home or a boisterous night cheering on their beloved Montreal Canadiens

Community involvement
GE Women’s Network, GE Asia-Pacific Network, Korean Canadian Student Association
Calgary alum Art Korpach is a big believer in attracting global customers to Canada's energy sector. And he's spent much of his career making it happen. The former Vice Chairman of CIBC World Markets recently spoke to us about his thoughts on energy, innovation and giving back to the local community.
“Always watch your rear wheels.” That’s the advice Art Korpach recalls receiving from his father and uncles growing up in rural Saskatchewan.

“It basically means don’t bet the farm on any one strategy,” Korpach explains. “Make sure you have flexibility and you’re willing to modify. The world is not precise. Remind yourself of where you’ve come from as you charge ahead. And never compromise your integrity.”

At a recent convocation ceremony for Master of Accounting students at the University of Saskatchewan, Art shared these words, which have guided his own journey and stuck with him over the years. His overall message to that group of Canada’s future leaders was to keep everything in context.

“Starting out, we all want financial success and career advancement,” he says. “But in 20 to 30 years, you’ll find those things will largely be satisfied. What you’ll really have to ask is: how do I feel about myself, my family, my reputation and my standing in the community? It’s about considering the whole picture from the very start. It’s about making a positive contribution to the community as well as the business world.”

Connecting the world to Canada’s energy

That advice is particularly meaningful as Art recently made the decision to retire as Vice Chairman of Investment Banking after 26 years with CIBC World Markets Inc.

It was in that position that Art prospered, advising energy businesses in Canada and abroad. He acted as a strategic adviser to leading energy companies in China, Europe and the US regarding investments in the Canadian energy sector.

A major part of his job included advising on inbound deals for China-based energy giants like Sinopec and CNOOC. He recently advised CNOOC — a company with approximately 170 joint ventures around the world — on its $2.1-billion acquisition of OPTI Canada Inc.

“Now is an interesting time in the world because companies in China and other growing markets throughout Asia are interested in securing resources, and we’re an energy-exporting nation,” Art observes. “Canada needs access to these markets for our country to continue to prosper – so we each have something the other wants.”

This growing symbiotic relationship with emerging markets is the reason Art has travelled to Beijing 12 times in the last two years.

“China and other growing markets in Asia are interested in securing resources, and we’re an energy-exporting nation. We each have something the other wants.”

As we gain a better understanding of cultures and increase our knowledge of how to create deal structures that work, he expects we’ll see continued investment by Asian companies into Canada, including the creation of west coast export markets to Asia for both our oilsands and natural gas production.

Art credits Canada’s strong capital markets and a regulatory system that allows for effective capital flows and innovation as the major drivers behind these global opportunities.

“The Canadian energy sector is unbelievably innovative,” he says. “We keep reinventing ourselves and have become leaders in new technology that has opened up oil and gas resources that previously just weren’t accessible on an economic basis.”
Art Korpach, Director, Canexus Corporation

He also believes it’s important to have Canadian champions in our leading industries. In this regard, Art advised Suncor on its $68-billion merger with PetroCanada in 2009.

Making a difference in the community

A lot has changed since the early 1980s, when Art began his career at Ernst & Young. He followed this experience up with a Harvard MBA. It was a former manager, Vick Dusik, who later served as the Managing Partner of the Calgary office, who helped him see the merit in pursuing the prestigious designation on top of his CA. The MBA opened doors beyond what he’d considered in the accounting world.

With a focus on creating sustainable business relationships, Art shows the same talent and perseverance when it comes to community leadership. He currently serves as Vice Chair of the board of the United Way of Calgary and Area and is a member of the Calgary Economic Development Financial Advisory Committee. He is a past board member of Mount Royal University and a past chair of the CICA Accounting Standards Board.

Art also served as Co-Chair of the United Way of Calgary and Area campaign during the economic downturn in 2009.

“It’s too easy to say ‘I don’t have time.’ You need to make time and move out of your comfort zone,” he says. “We live in such a great community and it feels good to give back. You get far more back than you give. There wasn’t really a question when taking on the United Way fundraising challenge – it was an opportunity to help those in need in our community.”

Taking time for the most important people

Always striving to create balance, Art can be found among the other hockey parents at the arena, sneaking in an email or two between periods of cheering and encouragement for his three sons, ages 10, 14 and 16. Together, they play golf and spend time after work and school hours in the home gym.

“It’s quality time and it’s never quite enough,” he says. “I try to be as disciplined as I can to beat the traffic home. I’ll work later in the evenings to catch up, but it’s about finding that window each day for family time and a meal together.”

Today, Art looks forward to a new chapter of his life, where he’ll be able to spend more time with his family, continue his work with the United Way and serve on a number of corporate boards.

Recent book
Always Looking Up: The Adventures Of An Incurable Optimist, by Michael J. Fox. “It’s inspiring to see how he’s taken something potentially debilitating and turned it into a positive force that’s shaped his life.”

A family affair
Both of Art’s younger brothers, Dave and Al, are alumni of the firm.

Back in the day
“When I started at Clarkson Gordon, I was 22 years old. It was a fabolous opportunity to learn about the financials of an organization, as well as develop a sense of community. We worked, played and studied hard and we did it all together. It was like a family.”

How he stays in touch
Twice a year, Art meets with his former colleagues for an all-day tournament of Kaiser, a card game popular in the Prairies.
A conversation with...

Tom Kornya,
Canadian Managing Partner, Assurance

Around the house, Tom Kornya has a special knack for envisioning cool renovation projects and bringing them to life. Now midway through his first year as Managing Partner of Assurance, Kornya’s eye for the big picture is even more important as he looks to shape the future of the firm's largest practice. Together, the cross-Canada team of 150 partners and nearly 1,000 Assurance professionals is working to build from their strong foundation a modern practice, ready for tomorrow’s markets.

Tom Kornya first joined Ernst & Young in 1989 as a staff accountant in Toronto. “I was drawn to the wonderful mentors, committed teams and great learning experiences the firm had to offer,” he says. “I found these things and more.”

Kornya quickly made his mark with clients and colleagues alike, and when another intriguing opportunity came his way in the entrepreneurial space, it was hard for Kornya to pull himself away from Ernst & Young. The offer proved irresistible, however, and he spent several years growing his experiences and networks beyond the firm, travelling around the globe while working with a private equity group.

He returned to Ernst & Young, drawn to an equally exciting opportunity: the chance to lead the firm’s work on the demutualization of Manulife Financial. At the time, it was the largest public offering in Canadian history.

Before moving into his current role in Assurance, Kornya was the Managing Partner of Ernst & Young’s largest market, the Greater Toronto Area. He says this experience could not have been a better prelude to his role as Managing Partner of Assurance because it gave him the opportunity to focus across industries and service lines, and learn to bring the distinct parts of the business closer together.

Still, Kornya says he was thrilled to be named Managing Partner of the Assurance practice last fall. “I’m very passionate about this area of our business,” he says. “And because I enjoy being an account handler myself – co-ordinating activities, building teams and building client relationships – our people know I’m speaking from experience when we talk about the areas where we need the most focus to evolve our practice. These include collaborating more with other service lines, and focusing on providing assurance services, such as our financial accounting and advisory offerings, and climate change and sustainability services.”

Kornya admits he came into this role at a challenging time for the Assurance practice. Today, complex new regulations and shifting standards require changing methodologies and new processes for enhancing quality. But Kornya welcomes the challenge and says his teams are optimistic about the firm’s goals and the growth strategy in place.

“We know Canada’s private and mid-market businesses are a driving force in the economy, and we're striving to balance our focus on growing in this space while deepening our existing relationships in our largest accounts. We have smart, driven people focusing on the unique needs of their local markets all across the country.”

To help keep this expansive team pulling in the same direction, Kornya devoted some time during his first few months as Assurance leader to travelling across Canada to meet with team members. He left each session feeling energized by the ideas and enthusiasm shared.

“We’re working hard to help our clients see us not just as service providers but also as business advisors,” he says.

“By sharing relationships and embracing our position as both trusted assurance professionals and a gateway to the rich suite of professional counsel Ernst & Young has to offer, we can bring more of the strength of the firm to our relationships.”
Sewing up success

Canada Goose. It’s a deceptively simple name for a company that’s led by one of the sharpest and most creative entrepreneurs in the world. And if you don’t own one of their made-in-Canada coats, you no doubt know somebody who does. The famous cold-weather apparel is synonymous with quality and style, thanks to the vision of President and CEO Dani Reiss, who was named Canada’s 2011 Ernst & Young Entrepreneur Of The Year at the national awards gala in Toronto in November.

Reiss joined the family business in 1997, at a time when it was struggling to survive. The outerwear market was facing significant price decreases as many companies were fleeing to Asia to take advantage of cheaper labour.

But Reiss wasn’t about to follow the exodus. Since assuming the company’s leadership in 2001 at the age of 27, he has remained committed to keeping the company from migrating abroad – a smart decision that has given its products a certain made-in-Canada cachet, while at the same time maintaining the highest standards of quality in materials and manufacturing.

And that’s just one of the many astute decisions that have made Reiss a game-changing entrepreneur.
A born entrepreneur

“Dani Reiss is the epitome of the visionary entrepreneur,” says Ernst & Young Entrepreneurial Services Leader and Canadian Entrepreneur Of The Year Director Colleen McMorrow.

“He worked in every area of the family business from a young age, so he knew the business inside out when he moved into the corner office. In less than a decade, he made Canada Goose a globally recognized brand with an innovative business plan and an eye to ongoing growth.”

Quality is one of Canada Goose’s hallmarks. When other companies in the industry were turning to synthetic materials, Reiss innovated by holding true to his belief that natural fur is not only more protective, but also more environmentally sustainable, functional and authentic.

Canada Goose is today a global leader in premium outerwear, selling its wide range of cold-weather apparel in over 40 countries.

Flying above and beyond

While its iconic winter apparel is designed to protect against the environment, Canada Goose is also committed to working for the environment, and for people and communities.

Reiss serves as Chairman of non-profit organization Polar Bears International (PBI), which is dedicated to the worldwide conservation of the polar bear habitat.

In addition to financially advising the organization, he’s created a line of PBI jackets and accessories. A portion of proceeds from sales of the line are given to PBI.

Reiss has also forged a strong relationship with communities in Canada’s north. In 2009, Reiss and his team founded the Canada Goose Resource Centres, with three locations in Northern Canada. These centres provide Canada Goose-donated materials — free of charge — to Inuit clothesmakers for use in their handmade garments.

Looking ahead

Thanks to Reiss's imaginative capacity, innovative approach, commitment to quality and desire to make a meaningful difference, Canada Goose looks ready to soar to new heights.

Reiss will next fly to Monte Carlo to compete with more than 50 other national Entrepreneur Of The Year winners 2-5 June for the prestigious title of World Entrepreneur Of The Year.

An even stronger Entrepreneurial Services team

In December, we merged with one of Canada’s leading firms focused on entrepreneurial companies. We joined forces with RSM Richter’s audit, tax and transaction advisory practices in Toronto, and their restructuring practice in Calgary.

And in May, we signed a letter of intent to merge with Hergott Duval Stack LLP in Saskatoon, the leading local firm in the private mid-market space.

These two firms are known for their commitment to supporting, serving and celebrating entrepreneurs. The powerful combination of capabilities in these key markets gives our entrepreneurial and private-company clients an even more powerful team to help them grow their business and achieve their potential.
Jane Craighead and James Cherry
There’s nothing routine about Jane Craighead and James Cherry’s lives. The alumni couple — who met while working at Ernst & Young — live hundreds of kilometres apart during the week, yet make time to connect on the weekend. But it’s no hardship for these two dynamic individuals who both sincerely love a challenge.
As Scotiabank’s Senior Vice President for Incentives and Rewards, Craighead spends Monday through Friday at head office in Toronto. But she calls Montreal home. Every weekend, she flies east to enjoy the weekend with her husband, who is the CEO of the Montreal Airport Authority (Aéroports de Montréal, or ADM). Craighead has endured this long commute for over a year now, but she’s a seasoned long-distance commuter. In her previous role as Global Practice Leader with mining giant Rio Tinto, she spent three years travelling between Montreal and London, UK.

“At least we’re in the same time zone now,” she jokes. “Some days I wonder what it would be like to have a routine life. It’s an adventure.”

They both agree the out-of-the-ordinary nature of their setup closely reflects their working environments. “When I go to work in the morning, anything can happen and often does,” says Cherry. “It’s part of what makes it interesting.”

As the head of ADM, Cherry manages several thousand people in the airport terminal at any given time – staff, passengers and retailers. It’s a situation that involves unpredictability and risk – and Cherry learned early in his tenure just how unpredictable it can be.

“Just three months into the job, the horrifying events of 9/11 unfolded,” he recalls. “That day made us very aware that we’re vulnerable and things can change very quickly. All US inbound air traffic was diverted elsewhere, and Canadian airports were taking in many of those flights. In Montreal, we accommodated 28 planes, which all landed safely and without incident.”

“The magnitude of the event only sank in after the adrenaline rush was over. I’m proud to say our staff handled it with immense courage and control. It taught me that you have to be ready for anything.”
Think of it as a helicopter

Cherry likens running ADM to a helicopter’s 8,000 independently moving parts, all working together to fly in the same direction. At its foundation, it’s an elaborate system of interwoven pieces that, together, produce a result.

It’s the sort of system that Craighead also appreciates. Her passion behind incentive contracting stems from her chartered accountant days in the early 1980s at Ernst & Young, when she witnessed the seamless meshing of accounting and tax logic within a legal framework.

“Incentive contracts fundamentally impact an organization and an individual from many perspectives. To come up with a win-win solution, you need to consider all the elements — accounting, tax, legal entitlements and risk attitudes to name a few,” she says. “They’re bound together.”

When Craighead left Ernst & Young after four years in audit, she had what she calls a “live MBA,” acquiring project management and teaming skills in real time. She would later supplement that with an actual graduate degree — a PhD in management from McGill University — and work as a professor and researcher at Queen’s, Concordia and McGill while the couple’s children were young.

During her 16-year stint in academe, she “stumbled” onto corporate governance. “That was just the perfect little niche for me,” says Craighead. “It led me into human resources consulting and executive compensation, and eventually back to the corporate world.”

A new set of skills wasn’t the only thing Craighead acquired at Ernst & Young. She and Cherry met while working at the firm at the same time.

“You end up working long hours with all the same people,” recalls Cherry. “I have to say, it’s a really good way to get to know someone — and we found we were rather well suited to each other.”

Working in audit, he found his passion for technical and engineering projects with large clients. He continued to pursue that enthusiasm when he left the firm and worked in roles at Oerlikon Aerospace, Bombardier and Alstom Transport.

Converging on the Atlantic coast

Because they spend so much time apart, Craighead and Cherry have devised a system for preserving the family unit, which comprises two daughters, 23 and 25, and three “small, medium and large” Humane Society mutts. They all come together in Maine on some weekends and summer holidays to a home on the ocean, where they enjoy 10-kilometre walks on the beach and afternoons of wine and lively conversation while preparing dinner.

“For us, that’s pure down time,” says Cherry. “That’s sacred time.”

What drives them

Overall, Cherry believes ADM’s myriad and unpredictable moving parts do come together to make Montreal more accessible and attractive. “I have a real sense that I’m doing something for the community that I live in,” he says.

What’s also sacred to Cherry in his role at ADM is the environment and finding ways for the aviation industry to cut energy use as well as toxic runoff and noise pollution. “It’s an important part of our focus,” he says. “The industry has come a long way.”

For Craighead, from her earlier years as a chartered accountant to now, she continues to be fascinated by how it all comes together. “It’s amazing to see how an organization achieves its mandate, particularly when it’s spread all over the world and deals with multiple languages, time zones, locations and lines of business,” she says.

When things are put in that broader perspective, a one-hour airborne commute doesn’t seem so far, after all.

Life mottos

Jane Craighead: “Follow your passion. It’s how you end up where you’re really happy, and it’s the easiest way to have the interest and energy to create your own niche or competitive advantage.”

James Cherry: “Do it well, or don’t do it at all.”
Playing it by ear

Whether he’s leading a company through a major financing or teaching himself how to play the guitar, Silver Wheaton’s Gary Brown has forged his own unique path.
Silver Wheaton Senior Vice President and CFO Gary Brown never had a grand plan of where he wanted to go in his career.

“I made my career decisions based on whether accepting a certain role would help me improve my skills,” he says.

It’s that desire for ongoing learning – in both his business and personal life – that’s taken him on a journey that has proven to be just as valuable as the destination.

**Glittering times for Canadian silver**

Brown has put his ability to juggle multiple priorities to good use. He’s currently responsible for overseeing the company’s financial reporting, risk management, capital structure, treasury, HR and IT, as well as being integrally involved in deal valuation and structuring. He also shares the company’s rigorous marketing schedule with the CEO.

Silver Wheaton has become known for its unique silver streaming business model developed by former CEO Peter Barnes and Goldcorp founder Ian Telfer. Instead of owning or operating its own mines, the company pays other mining companies up front for a certain portion of the silver or, in some cases, gold that’s produced from their mines around the world, with an additional payment being made for every ounce of gold or silver delivered. The upfront payment often serves as a much-needed form of capital for companies looking to expand existing operations.

The company currently has 14 silver streams and two precious metal streams spanning nine countries, with 14 different partners, including majors like Barrick and Goldcorp. With a force of just 24 people and a market capitalization of approximately $12 billion, Silver Wheaton has one of the highest market caps per employee of any publicly listed company in the world.

In 2010, Silver Wheaton was a winner of the Ernst & Young Entrepreneur Of The Year Awards in the Pacific region. Then-CEO Peter Barnes also won a special citation for innovative global strategies.

Though Brown has seen a great deal of market volatility since he joined the company in 2008 – with silver prices dropping below $9/oz. and then rising as high as $49.50/oz. in 2011 – this same volatility is also part of the reason behind the company’s success.

“We’ve created an alternative to investing in bullion,” Brown says. “We’re willing to transact in any silver pricing environment as long as the deal is accretive to our current shareholder base.”
And with the collapse of fiat currencies, demand for precious metals is likely to rise, which should drive prices higher.

So while Brown didn’t expect to end up in the mining industry, it’s turned out to be a great place to be.

As of 2010, there were 1,500 mining and metals companies listed on Canadian exchanges. Together, they accounted for almost 60% of the world’s mining companies by number, and had a combined market capitalization of $560 billion.

A firm grounding for success

Brown started his career with Ernst & Young’s Assurance group in London, Ontario. From there, he moved to tax planning and compliance work to acquire as many business skills as he could.

“That experience had a profound impact on me,” he says. “The diligence that Ernst & Young required in all facets of delivering service is something I’ve carried with me throughout my career.”

In 1995, he moved on to become Treasury Manager of Toronto-based CAE, a global leader in modelling, simulation and training for civil aviation and defence.

From there, it was west to Vancouver to join natural gas transportation and transmission company Westcoast Energy. At the time, the company was expanding to capture more of the value in the natural gas industry. Brown became involved in putting together project financing arrangements and travelling around the globe to places like Mexico and China for negotiations.

After Duke Energy came on the scene to purchase Westcoast in 2001, Brown found himself in the treasurer’s role at Creo Inc., a company that revolutionized the pre-press side of the printing industry with technology that significantly reduced reliance on manual labour. He spent three years there until the company was purchased by Kodak.

Later, he accepted his first CFO position at TIR Systems, a role he refers to as one of his most challenging. He spent two years restructuring the lighting technology company, often logging over 100 hours a week at the office. The hard work paid off when the company was bought by Phillips Electronics, the largest lighting manufacturer in the world.

“Over a five-year period, I had gone through three acquisitions, and it was time to hang up the finance gloves for a while and focus more of my attention on family,” says Brown, who admits it’s difficult to strike a good work-life balance.

With a force of only 24 people and a market cap of $12 billion, Silver Wheaton has one of the highest market caps per employee of any publicly listed company in the world.

More precious than metal

Just when people might have thought they had him figured out, Brown threw a curveball with his next career move. He resigned from TIR Systems and spent the next year as the primary caregiver to his two children, aged 15 months and five years at the time.

“As challenging as some of my prior roles had been, being a full-time caregiver to two young children was the toughest job I had ever held,” he says. “Spouses at home often are not given enough credit for how significant a contribution they make.”

Brown treasured the time he had to focus on the early development of his children and acknowledges it as one of the most deeply satisfying periods of his life. That same year, he also taught himself to play guitar, and what began as a personal challenge has now become one of his greatest passions. His collection now includes three acoustic, one classical and three electric guitars.

While spare time is hard to come by, he spends most of it with children, Madison and Connor, who are now 10 and five, respectively. He’s even got Madison into music – she plays the piano and recently took up guitar like her dad.

“We jam,” he says.

Vital stats

Favourite trip
“\[I spent a week at Disney World with my kids last year. We had a great time and made lots of great memories. I like to take trips that provide my kids with experiences that help them grow as individuals. I’ve been to many of these places, but they’re always fresh when I see them through their eyes.\]”

Travel
Brown spends almost one-third of his time on the road. Destinations include global hubs like New York, London and Singapore.

Passions
Diane Dunlop-Hébert, President, Golf Canada
Urban legend has it that the word *golf* is an acronym for “gentlemen only, ladies forbidden.” And while it’s nonsense, it’s had more than the ring of truth to it over the centuries. In over 100 years, the game’s Canadian governing body has been led by only two women — including current President and Ernst & Young alum Diane Dunlop-Hébert. We had the pleasure to sit down with her to talk about women in leadership and the state of the game in Canada today.
You’re only the second woman to be appointed president of Golf Canada in its 116-year history. How does that feel?

It’s a great honour for me. Women are definitely making strides in leadership in Canada and around the world, and I’m privileged to count myself among them.

I’m very proud that the 11-member Golf Canada board includes five women directors, including me and my predecessor Karen Rackel from Edmonton. This is particularly impressive considering that only one-third of Golf Canada’s membership is women.

I’m also inspired by high-achieving women leaders such as Jacynthe Coté of Rio Tinto Alcan, Eve-Lyne Biron at Laboratoires Biron and my fellow Ernst & Young alumni Monique Leroux at Desjardins and Stéfanie Pelletier at Laurentian Bank, to name a few.

And I’m a huge golf enthusiast. The sport is not only immensely popular across Canada, it has a significant influence on the economy and in our communities.

You were a long-time skier and tennis player, but it wasn’t until the age of 30 that you were first introduced to golf. Did you ever think you’d be where you are today?

Although I started to play golf later than a lot of people, I was quickly hooked and the sport is now a passion for me.

It was actually thanks to my accounting work that I was introduced to the game. In the mid-1990s, I was approached to become Assistant Treasurer of the Canadian Ladies’ Golf Association of Quebec. It gave me a quick and enjoyable education in the world of amateur and professional golf.

I was later involved in the merger negotiations between the Quebec Ladies’ and Men’s Golf Associations. I was appointed President of Golf Quebec in 2006 and served two terms, following which I was recruited as a governor for Golf Canada.

Fore! Golf in Canada by the numbers

- Canada boasts the most golf courses per capita in the world.
- The golf industry contributes over $11.3 billion to the Canadian economy.
- Golf employs over 300,000 Canadians annually – approximately 43% of those jobs held by students.
- Approximately 25,000 golf tournaments help generate nearly $440 million annually for charity.

Currently reading

_Moe & Me: Encounters with Moe Norman, Golf’s Mysterious Genius_

Best piece of advice ever received

From my mother, “Keep smiling. Everyone will take their cue from you.”

Advice for aspiring leaders?

Don’t be afraid to ask for help!

What motivates you to get up every morning and do what you do?

My husband Norman, our children Kathleen and Norman Jr., our 530 employees in our family business and the countless volunteers who work in all capacities to make our world a better place.
As the economy slowly recovers, do you see a change in how golf is perceived?

I do see a change in perception as the economic news continues to improve and consumer confidence returns.

All sport federations have felt the impact of the economic crisis, and golf is no exception. Membership in Golf Canada has declined in recent years as Canadians have evaluated their discretionary spending.

For most of its history, the sport has been viewed as elitist, and in many ways we’re working to change that perception. Golf’s core values such as integrity and fair play can have a positive influence on our children, so we’re working towards introducing more children to the sport, encouraging clubs to provide more access, which is critical to making those young players feel welcomed and a part of the golf community. And we’re also trying to focus more on reaching out to minorities and other underserved groups and welcoming them to the game.

What are some of your goals for the future of Canadian golf?

The Canadian Long Term Player Development program is world renowned and a major element of our strategic plan to grow the game. It starts at the grassroots level with introductory programs such as Golf in Schools and Future Links.

From there, we work with clubs and PGA of Canada professionals to not only encourage more recreational participation but also provide training and competitive opportunities, both in Canada and internationally, for our most talented athletes to compete against the world’s best.

Golf returns to the Olympics in Rio in 2016, and Canada is the defending champion. Canadian George S. Lyon brought home the gold when the game was last an Olympic event – in 1904!

What did you learn in your time with Ernst & Young that you’ve carried with you in your career?

I was fortunate to gain experience in several different disciplines, including audit, tax, entrepreneurship and management consulting.

The firm certainly had a profound effect on my work ethic. I would say the key thing I learned is how important it is to solicit expert advice when making challenging decisions.

I worked for many dedicated and devoted partners and managers, many of whom I continue to see some 25 years later.

In fact, Golf Canada has a long history of leadership from former Ernst & Young partners, including most recently retired partners Garry West and Bob Long, and Douglas Alexander, who currently serves as our second Vice President.

The power of women: The Third Billion

When looking to the future of world markets, much focus is placed on China and India, whose billion-plus populations hold vast potential.

But an important new initiative called The Third Billion Campaign is dedicated to helping prepare and enable one billion women globally to more fully participate in the economy by 2025.

Ernst & Young Global Vice Chair for Public Policy Beth Brooke is a prominent member of the campaign. Brooke makes a profound observation that goes to the centre of the issue: “If you are a country today, or a company in particular, you would never think of not investing in India. You would never think of not investing in China. So why perhaps are you not thinking of investing in women?”

**Leadership appointments**

**Mark Weinberger**, pictured below, has been named Ernst & Young’s new Global Chairman and CEO.

Mark, 50, has had a distinguished career with a track record of leadership both inside and outside Ernst & Young. He currently sits on the Global Executive, the firm’s highest governing body, and is the Global Head of Tax.

Mark will succeed **Jim Turley**, who will retire on 30 June 2013 after leading Ernst & Young to new heights since 2001.

To learn more about Mark, visit ey.alumniprogram.com.

**Ross Haffie** has been appointed Office Managing Partner and Market Segment Leader for Edmonton. In this new role, he will bring his passion and experience to growing our business in this essential market. Ross also leads Edmonton’s Climate Change and Sustainability Services group and sits on our Alberta Power and Utilities Steering Committee.

**Kent Kaufield** is our new Office Managing Partner and Market Segment Leader for Calgary, where he’ll continue to lead and advise our people on building relationships, winning new work and delivering excellent service to our existing clients. Kent has also joined the Executive and Operations Committees. Most recently, Kent served as our Edmonton Office Managing Partner.

**Tom Kornya** is our new Managing Partner of Assurance in Canada, and in this role will push forward with our plans to increase our audit market share in both the large corporate and entrepreneurial spaces.

**Jim Lutes** is the new Managing Partner of our Atlantic Canada offices. He brings 30 years of experience providing corporate finance and strategic advisory services to clients across Canada. For the past year, he has led our Atlantic Merger & Acquisition practice, building it into one of the region’s leading transaction advisory teams. Jim succeeds Mathew Harris, who will be retiring this summer.

**Barry Munro**, who has served as Managing Partner of our Calgary office since 2005, will become the Canadian Leader of our Oil & Gas industry team. In this role, he’ll focus on strengthening our networks, connections, knowledge and capabilities as Canada’s oil and gas business rapidly becomes more globally focused and influenced.

**Eric Rawlinson** is the new Greater Toronto Area Office Managing Partner, responsible for driving growth in our largest market. He is also the Central Canada Advisory Leader and has played a major role in our rapidly growing Advisory practice. Eric has served as our Canadian Performance Improvement Leader since 2008.

**Rob Scullion** is our new Canadian Leader of Public Policy and Regulatory Affairs. In this role, he’ll work closely with Global Vice Chair of Public Policy Beth Brooke to ensure that we’re providing the necessary Canadian and global perspectives on the most important matters in our profession, for both our client-serving professionals and our clients.

Rob is also the incoming Chair of the Institute of Chartered Accountants of Ontario. He takes the reins at a crucial juncture. Our profession is facing significant decisions given the merger discussions that are taking place. Rob led our Assurance practice for the past six years and played a key role in positioning our practice and brand as a real leader in the eyes of our clients, our people and the regulators.

**Happy retirement**

Tax Partner **Garth Howes** retired at the end of December after a 33-year career with the firm. Garth joined the London, Ontario, office in 1978, and the Tax practice in 1982. He was admitted to the partnership in 1989.

Garth devoted his entire career to advising entrepreneurial companies and family-owned businesses, and he plans to continue practising as an advisor to family-owned businesses. Garth also looks forward to spending more time with
News

his wife Laurie at their vacation home on Hilton Head Island.

We wish Garth and Laurie a long and happy retirement.

Welcome back!

Kimberly Connors has returned to us as a partner in Advisory Services with a focus on IT Advisory and the financial services industry.

Kim joined us from SAP Americas, where she was Vice President of Consulting Services, leading the North American financial services vertical. In that role, she was responsible for talent management, delivery execution and client relationship management.

In the late 1990s, Kim worked in our utilities consulting practice, where she delivered business and IT consulting projects and contributed significantly to the growth of our consulting practice.

Tim Philpotts rejoined us as a partner in our Transaction Advisory Services practice in Vancouver. Tim helped found our Infrastructure Advisory practice when he transferred from the UK to Canada in 2002.

He left the firm in April 2010 to develop Concert Properties’ infrastructure investment business. There, he was responsible for the successful launch of the Concert Infrastructure Fund, a $100-million+ fund focused on infrastructure in Canada. He also led Concert in the $440-million Forensic Science and Coroner Complex in Downsview, Toronto, and the $180-million Ontario Provincial Police Modernization Project.

Welcome

Derek Alty joined Couzin Taylor LLP as a partner practising in international tax. Derek joins us from his role as a senior partner at Deloitte, where he spent several years in public practice. His experience positions us well for a strong succession plan in our largest market. His tax experience includes advising on cross-border mergers and acquisitions, international tax planning and financing structures. Derek previously advised one of the world’s largest and most active private equity players, as well as companies in the mining, manufacturing and technology sectors. He is co-editor of the “Corporate Tax Planning” feature of the Canadian Tax Journal and a frequent panellist at a number of high-profile tax conferences.

Gaëtan Houle joined us as an associate partner in Advisory Services in Montreal. He leads our national Information Security practice. Gaëtan is recognized as one of the leading IT security professionals in Canada. He previously worked with Bell Canada as Vice President, Corporate Security, where he was responsible for multiple aspects of security, including IT security, physical security, emergency response, business continuity, executive protection, fraud detection and security investigations. While at Bell, Gaëtan developed and implemented plans to secure the telecommunications infrastructure for the 2010 Winter Olympics in Vancouver.

Anna Pesme joined Advisory Services as an associate partner and will play a leadership role in our Ontario Government and Public Sector practice with a focus on enterprise risk advisory.

Anna joins the firm from Deloitte, where she led their Greater Toronto Area enterprise risk and Canadian project risk services practices. She brings a broad base of experience across professional services and industry roles, including financial reporting, project and portfolio management and risk management.

Scott Wilkie joined the firm as a partner of Couzin Taylor LLP and Leader of our Canadian Tax Policy practice. Scott will also continue to serve clients, focusing on transfer pricing, international tax, tax controversy and taxation of financial transactions. Scott comes to us from his role as a senior partner with Osler, Hoskin & Harcourt LLP. He is widely regarded as one of the top tax policy professionals in Canada, and is currently Chair of the Canadian Tax Foundation. Scott brings with him deep knowledge and relationships in the financial services, technology and mining industries – an ideal complement to our industry focus.

Stay current

For all our up-to-date thought leadership, visit us at ey.com/ca.

Canada’s Most Powerful Women honours two partners and three alumni

In December, the following Ernst & Young partners and alumnas were named to the prestigious Women’s Executive Network 2011 Canada’s Most Powerful Women: Top 100:

- Janice Charette, Assistant Secretary to the Cabinet and Deputy Minister, Government of Canada (Ernst & Young 1996–97, Senior Manager, Consulting, Ottawa).
- Sarah Davis, Chief Financial Officer, Loblaw Co. Ltd. (Ernst & Young 1989–91, Corporate Finance, Mississauga).
- Anne Marie Hubert, Advisory Managing Partner, Ernst & Young.
- Fiona Macfarlane, Vancouver Office Managing Partner and Chief Inclusiveness Officer, Ernst & Young.
- Nancy Tower, Executive Vice President, Business Development, Emerca Inc. (Ernst & Young 1992–97, Senior Manager, Assurance, Halifax).
Come together

New alumni advisory councils connect us in Montreal and St. John’s

In February 2010, we shared with you news about the launch of the Toronto Alumni Advisory Council, which has proven to be very successful. So successful, in fact, that other offices are getting on board with the concept. Montreal held its first Alumni Advisory Council meeting on 8 December 2011, and St. John’s followed on 10 January 2012.

“The inaugural meeting of the Montreal council went really well,” said André Courville, Alumni Partner Champion in Montreal. “We were very pleased with the positive response and sincerely appreciate the commitment by alumni members to share their feedback and insights, which helps us enhance the experience for all our alumni.”

In the US and Canada, Ernst & Young currently has 23 alumni advisory councils that act as focus groups, providing viewpoints and ideas about the needs and expectations of alumni, and about our alumni initiatives and the Ernst & Young brand. Input from these councils is extremely valuable and critical to the future direction of our program.

We’re optimistic that other regions and offices will form similar councils in the near future. We’ll keep you posted on this important aspect of our program.

A big thank you and welcome to the alumni members of the new councils!

Montreal

Chair
Jean Pierre Delisle
Retired Partner
Director, Air Transat

Alumni members
Pierre Alary
Former Partner
CFO, Bombardier Inc.
Alain Benedetti
Retired Partner
Director, Dorel Industries,
Imperial Tobacco, Russel Metals
Martin Brunelle
Vice President, Operational Performance and Efficiency,
Mouvement Desjardins
Réal Brunet
Retired Partner
Director, Rona Inc.
Rod Budd
Retired Partner
Director, Immunotec Inc.,
Bioniche Life Sciences Inc.
James Cherry
CEO, Aéroports de Montréal;
Director, Logistec Corporation
Michelle Cormier
CFO, TNG Financial;
Director, Hydro-Québec
Jean-Luc Deschamps
CFO, New Look
François Faucher
Senior Vice President and Head
of Operations, TD Assurance
George Labelle
CFO, Stella-Jones Inc.
Karen Lamamme
Vice President, Real Estate,
Caisse de dépôt et placement du Québec; Director, Ivanhoe Cambridge, Inc., SITQ
Marc Lapierre
CFO, Groupe Deschênes Inc.
Gilles Laramée
CFO, SNC-Lavalin Inc.
Martin Lebeau
CFO, Accedian Networks
Claude McMaster
CEO, Technologies D-Box Inc.
Louis Morin
CEO, Busrel
Director, Héroux-Devtek
Raymond Paré
CFO, Alimentation Couche-Tard
Ghislain Parent
CFO, National Bank of Canada
Stéfanie Pelletier
Vice-President, Finance,
Laurentian Bank
Denis Pétrin
CFO, Transat A.T. Inc.
Patrick Prince
CFO, Garda World Security
Jean-François Pruneau
CFO, Quebecor
Michael Ross
CFO, Dollarama
John Valentini
CFO, PSP Investments

St. John’s

Chair
Bernie Beckett
Retired Partner
CFO, Marport
Deep Sea Technologies Inc.

Alumni members
Julie Avery
Director, Financial Reporting,
Newfoundland Power
Ken Bennett
CEO, Johnson Insurance
Judy Cumby
Professor, Accounting,
Department of Business,
Memorial University of Newfoundland
Jason Durdle
Manager, Finance, Plan Benefits, Johnson Inc.
Leslie Galway
CEO, Workplace Health,
Safety & Compensation Commission
Gerry Mayo
Base Manager, FMC Technologies
Paula McDonald
CFO, Stratos Global
Maureen Meany
Terry Paddon
Auditor General, Government of Newfoundland and Labrador
Laurie Skinner
Assistant Deputy Minister,
Department of Finance,
Financial Planning & Benefits Administration, Government of Newfoundland and Labrador
Sharon Sparkes
CEO, Newfoundland and Labrador Liquor Corporation

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We want to know what’s on your mind
And you could be off to see Cirque du Soleil!

Alumni survey
Your feedback is extremely important in helping us keep the Ernst & Young Alumni Network relevant, valuable and engaging for everyone. So we want to hear from you!

Please visit ey.com/ca/AlumniSurvey and take a few minutes to complete the questionnaire. Your input will be completely confidential, and we will use the combined results to enhance and modify our initiatives to better meet your needs and expectations.

And by simply completing the questionnaire, you could win tickets to see a Cirque du Soleil show in your area!

We look forward to hearing from you.

Your feedback is important!

I hope you’ve enjoyed this new issue of Connect, with more alumni profiles and news to keep you informed about our dynamic alumni community and what’s happening at Ernst & Young. As you may recall, we revamped and enhanced this semi-annual magazine starting with the January 2011 edition, and we strive to make continued improvements with each new issue. We’ve also been diligently working on other fronts to make the Ernst & Young Alumni Network more valuable and relevant to you and all our alumni.

The regular feedback we receive from alumni and our alumni advisory councils have helped us plan future initiatives, and to change and improve current ones. But now we feel it’s time to gather more formal and specific feedback through the brief survey mentioned above.

New alumni website
We’ve been carefully listening to our alumni’s feedback, and will continue to do so. And we’re acting.

For example, we’re working on a new global alumni website with improved access to relevant information and resources, including career tools and opportunities. The site will integrate with leading social networking sites such as LinkedIn and Facebook, and we’ll be launching it in early 2013.

Our Alumni Relations teams and I look forward to hearing from you through the survey — and any time throughout the year.

John Langhorne
Lead Partner, Alumni Relations, Canada
First time's lucky.  
Third time's a charm.  
Seventh time's when people start taking notes.

We're thrilled to be named one of Canada's Best Places to Work for the seventh year in a row! And we’re proud of our people – whose talent, experience and passion break records.

See More | Potential