

8<sup>th</sup>

# Reinventing Maintenance

Learn how leading corporations are driving performance, controlling costs and reducing downtime through best practices in maintenance management

*"Tremendous opportunity to gain from the melting pot of experience through presentations and networking."*

- David Armstrong,  
Copperweld Canada

*"Benefited from seeing how others in the maintenance department operate and compare with my organization's maintenance team."*

- Enzo Romano,  
L-3 Communications  
Electronic Systems

*"Good presentations plus networking opportunities. Useful exchanges of ideas and anecdotes."*

- Steve Gahbauer,  
Contributing Editor, Maintenance,  
Plant Newspaper

April 26, 27 & 28, 2011, Mississauga

*Take in one or both of our optional plant tours featuring visits to Molson's world-class bottling facility located in Toronto and Atlantic Packaging's state-of-the-art plant in Brampton*

## Participating organizations

BLOUNT CANADA LTD.  
CIM MAINTENANCE  
CURTISS-WRIGHT CORPORATION  
DARE FOODS LIMITED  
DOMTAR INC.  
ECS2 GROUP MACHINE HEALTHCARE  
ERCO WORLDWIDE  
IBM GLOBAL BUSINESS SERVICES  
IMT CORPORATION  
IPEX INC.

IVARA CORPORATION  
KCB - KELTON, CHERTOW & BOYD INC.  
LAUREL STEEL  
MINISTRY OF TRANSPORTATION (ONTARIO)  
OMDEC INC.  
ORBIS CANADA  
PUROLATOR COURIER LIMITED  
ST. MICHAEL'S HOSPITAL  
VOITH SIEMENS HYDRO POWER

## Conference highlights

- Hear from more than a dozen senior maintenance professionals from some of Canada's largest leading companies as they discuss the hottest topics in maintenance and plant engineering today
- Learn a practical approach to developing and implementing a Lean Maintenance Strategy
- Get practical insight into the implementation and application of Living RCM
- Hear best practices in establishing and maintaining a PM system versus conduction emergency maintenance
- See how to keep maintenance costs under control
- Explore the different aspects of TPM and why it may be suitable for your organization

## Optional workshops

### CHANGE MANAGEMENT AND ASSET MANAGEMENT

Don M. Barry, Associate Partner, Asset Management Solutions and Professional Services, **IBM Global Business Services**

### LIVING RCM

Ben Stevens, President, **OMDEC Inc.**

Dear Colleague,

In response to the deep recession that has recently punished most Canadian companies - and the manufacturing sector in particular - maintenance managers in today's manufacturing environment can find themselves pushed to the limit in trying to keep machines running for maximum output. Rising costs, foreign competition and the constant need to improve the productivity of the plant only compound the challenge.

Avoiding costly repairs and increasing operating time on machinery has never been more crucial than it is today.

Federated Press' 8th Reinventing Maintenance Conference will bring you the latest insights from senior maintenance and engineering professionals on how they are successfully facing the challenges of today's maintenance environment and developing optimal efficiency in their own plants.

Through case studies and best practice presentations, you will learn practical information about:

- Looking past your machines to the growing importance of capturing the knowledge of your aging workforce and planning for the future shortage by training your maintenance team
- Using maintenance work management and Condition Monitoring (CM) to address reliability, rising costs and labour shortage
- Best practices about Preventive Maintenance (PM) optimization, improving equipment reliability, planning and conducting shutdowns and Procedure-Based Maintenance (PBM)
- Applied maintenance technologies, such as scheduled Preventive Maintenance (PM) systems and CMMS
- Cost-reduction strategies in maintenance, including lean maintenance and Total Productive Maintenance (TPM)
- Key performance measures to benchmark the performance of your company's maintenance function

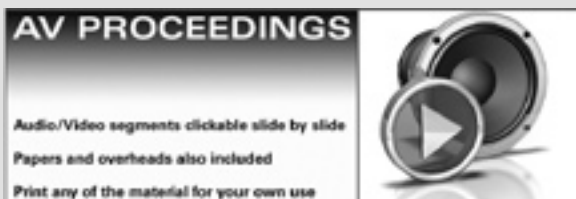
Benefit from first-hand experience of maintenance experts from leading companies, including: Blount Canada Ltd., CIM Maintenance, Curtiss-Wright Corporation, Dare Foods Limited, Domtar Inc., ECS2 Group Machine Healthcare, ERCO Worldwide, IBM Global Business Services, IMT Corporation, IPEX Inc., Ivora Corporation, KCB - Kelton, Chertow & Boyd Inc., Laurel Steel, Ministry of Transportation (Ontario), OMDEC Inc., Orbis Canada, Purolator Courier Limited, St. Michael's Hospital and Voith Siemens Hydro Power.

Grasp this unique opportunity to get a behind-the-scenes look at how your peers across different industries are developing and implementing maintenance programs. Register now by calling (416) 665-6868 or 1-800-363-0722. We look forward to seeing you at the conference.

PS. Don't miss our noteworthy extras, including: an optional plant tour featuring a visit to a world-class manufacturing and development facility located in Mississauga; and two optional workshops where you will learn the latest on Change Management and Asset Management and Reliability Through Knowledge Management.

## Who should attend

Plant Managers  
Plant Engineers  
Maintenance Managers  
Directors of Engineering  
Directors of Operations  
Directors of Production  
Reliability Engineers  
Facility Managers  
Purchasers  
Supply Chain Managers and anyone involved in physical asset management



## SPONSORSHIP OPPORTUNITIES

Maximize your company's visibility in front of key decision-makers in your target market! Federated Press events are attended by those with the seniority and authority to change the way their organizations operate. For sponsors this means an unparalleled opportunity to raise your profile before a manageable group of senior decision makers. There are a wide range of sponsorship packages, which can be customized to fit your budget and marketing objectives.  
Contact Nayla Costandi at: 1-800-363-0722 ext.244 for more information.

# SUSTAINABILITY

**CHAIR:** Don M. Barry, Associate Partner, Asset Management Solutions and Professional Services, IBM Global Business Services

Tuesday, April 26<sup>th</sup>

SESSION 1

**9:00-9:45**

## TOTAL PRODUCTIVE MAINTENANCE: REFOCUSING MAINTENANCE AS A BUSINESS IMPERATIVE

*Daniel Lawson, Continuous Improvement Manager, Plant Services, Blount Canada Ltd.*

Total Productive Maintenance (TPM) is the medical science of machines and is a maintenance program whose goal is to increase production while increasing employee morale and job satisfaction. TPM refocuses maintenance as a crucial part of the business structure instead of a non-profit activity. The crucial tenet is to keep unscheduled and emergency maintenance to a minimum. This session will discuss the different aspects of TPM, including the application and efforts of TPM, and why it may be suitable for your organization.

- Benefits of an effective TPM system
- TPM targets: zero defects, zero breakdowns and zero accidents
- Aligning the maintenance team to priorities
- Avoiding defective goods
- Implementing TPM: where to begin
- Measuring TPM performance: the key to effective asset management

**9:45-10:30**

## MEASURING TO MANAGE OR JUST MEASURING: MAINTENANCE KPIS

*Cliff Williams, Corporate Maintenance Manager, ERCO Worldwide*

In today's information overloaded society, there are more measures being taken throughout all types of industry than ever before. The question we need to explore is: what do we do with the measurements? This presentation will look at common measurements used in maintenance management and examine the dangers and benefits that they provide. Are the measurements driving change in behaviour, strategy or results?

- Confirming the hierarchy of measurements within the organization
- Why we measure and how are they utilized
- What we measure and what do they drive in:
  - Overall efficiencies
  - Preventive and predictive maintenance
  - Work orders, inventory and physical measurements

**10:30-10:45 NETWORKING BREAK**

**10:45-11:30**

## CASE STUDY: CONTROLLING MAINTENANCE COSTS AT DARE FOODS

*Chris Chevette, Maintenance Manager, Dare Foods Limited*

In order to maintain their competitive advantage, organizations must get the most out of material and HR in the maintenance arena. If your business relies on the availability of material assets, then keeping them in optimal working order in a cost-effective manner is essential to your survival. This case study will highlight how Dare Foods has kept its maintenance costs under control

- Identifying all maintenance cost factors and assessing their impact
- Assessing the costs of maintenance equipment and procedures
- Calculating inventory costs
- Implementing a cost-conscious culture in the organization

**11:30-12:15**

## EFFECTIVE ASSET MAINTENANCE: THE JOURNEY FROM REACTIVE TO PROACTIVE

*Kim Hunt, Reliability Manager, Domtar Inc.*

Improved asset reliability is one of the fundamental objectives for any organization that devotes personnel and resources to maintenance. Drawing from the experience of having recently implemented a condition monitoring program and working on improving their predictive maintenance program, Domtar in this case study will look at the systems, business requirements, historical challenges, vision for change and recent maintenance improvement initiatives that are being implemented.

- Organizational alignment
- Development of the condition monitoring program
- Effective program set-up
- Identifying and measuring Key Performance Indicators (KPIs)
- Technology integration with other business systems
- Improving the predictive maintenance program

**12:15-1:15 LUNCH**

# DIFFERENT MAINTENANCE SYSTEMS

**CHAIR:** Don M. Barry, Associate Partner, Asset Management Solutions and Professional Services, IBM Global Business Services

Tuesday, April 26<sup>th</sup>

SESSION 2

**1:15-2:00**

**PREVENTIVE MAINTENANCE:  
BALANCING RELIABILITY AND AVAILABILITY**  
*Christopher Sooley, Maintenance Manager, IPEX Inc.*

Companies must ensure that a balance is struck between the availability and the reliability of equipment and components that are important for safety and production. When a piece of equipment is out of service for preventive maintenance, it is unavailable to perform its function. This presentation will discuss measures that can be adopted for balancing availability and reliability, and will contrast preventive with emergency maintenance.

- Dependence of failure rates on time and preventive maintenance
- Reliability and availability monitoring
- Practical measures to strike a balance between the reliability and availability of critical equipment
- Preventive vs. emergency maintenance

**2:00-2:45**

**CASE STUDY: IMPROVED TRAINING OF MAINTENANCE MANAGERS FOR COMPETITIVE ADVANTAGE**  
*Scott Anderson, Maintenance Manager, Purolator Courier Limited*

One of the leading concerns facing manufacturing today is how to sustain a competitive advantage with an aging maintenance workforce. Moreover, with the exponential leaps in technology, fielding a well-trained workforce is essential. A focused and comprehensive strategy is required to train and assess individuals that will make up the new maintenance workforce. This presentation will feature a recently completed project and a new methodology implemented by Purolator to upgrade their training.

- Ensuring that personnel have the learning capacity, willingness and aptitude for the maintenance career path
- Identifying the specific knowledge and skills required to maintain your equipment
- Identifying the training gap between current abilities and the abilities required to excel in the position
- Investing in specific training to bridge the gap
- Verifying the acquisition and retention of the required abilities with knowledge and skill assessments
- Implementing an apprenticeship program if the local area labour pool is depleted

**2:45-3:00 NETWORKING BREAK**

**3:00-3:45**

**MAINTENANCE WITH AN EYE TO ENERGY EFFICIENCY**  
*Allan Kelly, Manager of Plant Services, St. Michael's Hospital*

Reducing energy consumption in maintenance activities demands that businesses focus their maintenance practices on energy efficiency. Adapting maintenance practices is one of the most cost-effective methods for ensuring reliability, safety and energy efficiency, as inadequate maintenance of energy-using systems is a major cause of energy waste. As a perennial leader in energy efficiency, St. Michael's presents this case study on maintenance practices that can generate substantial energy savings and be implemented almost immediately.

- Life-cycle, cost-effective mix of preventive, predictive and reliability-centred maintenance technologies, coupled with equipment calibration, tracking and computerized maintenance management capabilities targeting system efficiency
- Eliminating inefficient practices
- Applying appropriate control strategies
- Identifying maintenance problems and upgrading maintenance practices

**3:45-4:45**

**PANEL: NEW AND EMERGING TECHNOLOGIES FOR ASSET MAINTENANCE AND MANAGEMENT**  
*Don M. Barry, Associate Partner, Asset Management Solutions and Professional Services, IBM Global Business Services*  
*Heather McClintock, Head, Maintenance Standards, Ministry of Transportation (Ontario)*  
*Florian Lenders, Vice President, Solution Services & The Aladon Network, Ivara Corporation*

Improved equipment reliability is a critical objective of the maintenance manager, and new technologies can go a long way toward helping to meet this objective. However, new technologies – from mobile data collectors and online systems to data historians and predictive technologies – must be exploited intelligently. With the use of technology, the modern maintenance and asset manager will have data coming at them from all angles. This session will help sort through what is out there and how to make best use of it.

- Choosing and incorporating new technologies into the maintenance mix
- Assessing technologies that focus on content, fault diagnosis and failure prediction
- Effectively implementing the recommendations, executing the work and sustaining the results
- Returning to the basics of work execution and data management

# RESPONSIBILITY

**CHAIR:** Karl Kelton, Principal,  
KCB - Kelton, Chertow & Boyd Inc.

Wednesday, April 27<sup>th</sup>

SESSION 3

**9:00-9:45**

**PANEL DISCUSSION: IMPROVING MAINTENANCE INVENTORY**

*Vladimir Tcherkassky, Maintenance Manager, Orbis Canada*  
*Shiu Ng, Maintenance Manager, Laurel Steel*

Rising production costs, foreign competition and other competitive pressures are demanding that manufacturing be more productive and efficient. Maintenance inventory is an area that many companies are looking to for cost reduction and avoidance. With new asset management strategies, maintenance can make a significant contribution to cost reduction through improved inventory. This presentation, from Blount Canada Ltd., manufacturer of quality cutting system products for the professional, commercial and consumer markets, looks at optimally managing and controlling the maintenance inventory in order to make maintenance resources more productive.

- Performance measures for maintenance inventory
- Investing in spare inventory and how that investment affects your bottom line
- Practical methods for improving your inventory costs
- Planning and controlling your storeroom inventory effectively
- Establishing an effective spare parts evaluation program
- Establishing adequate inventory records and controls

**9:45-10:30**

**MAXIMIZING THE EFFECTIVENESS OF A CMMS**

*Peter Hilliard, Maintenance Manager, Voith Siemens Hydro Power*

Improved equipment reliability is a critical objective of the maintenance department and the key tool used for this purpose is the CMMS. It should provide information for fault analysis, costing and work statistics, as well as guidance for improvements to critical operations. The quality of the information in the maintenance plan of the CMMS will largely determine an organization's success in increasing reliability. This discussion from Voith Hydro, a joint venture of Voith and Siemens, a full-line supplier for advanced hydroelectric equipment, technology and services to the renewable energy market, will examine the concept of a reliability-centred knowledge solution.

- Data acquisition and data integrity
- Increased value in the CMMS
- Performance management and information feedback
- Turning data into information you can use

**10:30-10:45 NETWORKING BREAK**

**10:45-11:30**

**ASSET MANAGEMENT CHALLENGES & LESSONS LEARNED: A CASE STUDY**

*Cassie De Groot, Maintenance Manager, Curtiss-Wright Corporation*

Any organization with equipment requires innovative yet comprehensive strategies and tools in order to develop and implement an effective management program for its assets. Some of the challenges are how to provide program support for common maintenance and reliability issues while accommodating independent and autonomous business units. This presentation will outline the Curtiss-Wright Corporation experience and lessons learned.

- Identifying and reducing reliability losses
- Developing an effective asset management system
- Program design and delivery
- Results to date

**11:30-12:15**

**EFFECTIVE PLANNING AND SCHEDULING IN A LEAN MAINTENANCE STRATEGY**

*Jean Charbonneau, President, CEO, CIM Maintenance*

In order to be competitive in today's global market, enterprises must embrace a lean environment strategy and as part of it, implement Effective Asset Management to maximize profits from their existing asset investment. In their business transformation journey, many enterprises have implemented the most common maintenance tactics, but in most cases have not achieved their overall objectives and are still struggling to get out of the reactive mode. The key to achieving lean maintenance objectives is to also implement Effective Planning and Scheduling. This will ensure that maintenance tactics work is carried out in the minimum amount of time with the highest labour productivity. It requires addressing the work culture, re-engineering the organisational structure and providing adequate software support.

- Benefits of Effective Planning & Scheduling
- The organizational challenge
- Planning and Scheduling roles
- Measuring the results achieved for continuous improvement

**12:15-1:15 LUNCH**

# PERFORMANCE

**CHAIR:** Karl Kelton, Principal,  
KCB - Kelton, Chertow & Boyd Inc.

Wednesday, April 27<sup>th</sup>

SESSION 4

**1:15-2:00**

**REINVENTING THE MAINTENANCE MANAGER**  
*Frank Lal, Maintenance Manager, IMT Corporation*

Today, maintenance is a full-fledged business process that impacts a company's profits, safety record, environmental compliance, costs of quality, employee health and more. In response to all this, today's maintenance manager needs far more than the technical skills he used to begin his career. The profession of maintenance management is only now emerging, and although it will still be a long time before it is fully recognized by regulators and professional bodies, the responsibilities are there now. This presentation from IMT, a major manufacturer and supplier to the truck-trailer, OEM and Defence industries, focuses on product and project innovations, as well as advanced technology and quality assurance.

- What responsibilities are there today?
- Who is really responsible?
- What expertise do you need to manage maintenance today?
- How can you get what you need? Is there help out there?
- A suggested role description for the new maintenance manager
- What you need to do to make a smooth transition

**2:00-2:45**

**CBM DATA INTERPRETATION: LIVING RCM**  
*Chris Murfin, General Manager, OMDEC Inc.*

The dynamic Living RCM is robust and used to develop strategy, maintenance tactics and subsequent service and inspection sheets for individual assets and/or groups. By using LRCM we can now combine/correlate relevant Condition Monitoring data to build predictive models (EXAKT predictive modelling software) to determine Optimal Condition Based Maintenance activity, and make evidence based Predictive Maintenance Decisions.

- Using the RCM decision logic to arrive at the most effective failure management policy for the asset
- Benefits of the Living RCM process
- Linking the reliability knowledge database to the organizational CMMS

**2:45-3:00 NETWORKING BREAK**

**3:00-3:45**

**PREVENTIVE VS. EMERGENCY MAINTENANCE**  
*Liane Harris, President, ECS2 Group Machine Healthcare*

Preventive maintenance techniques are used to establish required servicing and inspection periods so that equipment shutdown can be more effectively scheduled and planned, resulting in longer equipment life, fewer equipment and system breakdowns, and smoother operation, planning and scheduling. Over time this will result in a significant reduction in total maintenance and operating costs. This presentation looks at best practices in establishing and maintaining a PM system versus conduction emergency maintenance.

- Designing a PM program: preventing the failure of equipment before it actually occurs
- Preserving and enhancing equipment reliability by replacing worn components before they actually fail
- Conducting equipment checks, partial or complete overhauls at specified periods, oil changes, lubrication
- Keeping a record of equipment deterioration
- Technological advances in tools for inspection and diagnosis
- Controlling the cost of preventive maintenance

**3:45-4:30**

**LEAN MAINTENANCE**  
*Karl Kelton, Principal, KCB - Kelton, Chertow & Boyd Inc.*

In an effort to improve plant reliability, assure capacity and reduce manufacturing costs, more and more maintenance experts are evaluating the applicability of Lean Manufacturing practices to maintenance operations. To properly implement Lean methodologies, it is important to identify customer needs, establish measures, analyze value vs. waste, reduce waste and monitor performance. This presentation will outline Lean principles, tools and techniques, and provide real life examples of Lean techniques applied to maintenance operations.

- Lean: what it is and what it is not
- The case for Lean in maintenance
- The Lean Improvement Cycle: 3 key Lean behaviours
- 8 forms of waste
- Lean principles, tools and techniques: waste walks, value stream mapping, SMED, 5S, root cause analysis, DILos, SOPs, visual measures
- Lean roadmap: designing and implementing a Lean maintenance strategy

## OPTIONAL WORKSHOP A

Thursday, April 28<sup>th</sup> - 9:00-noon

### CHANGE MANAGEMENT AND ASSET MANAGEMENT

*Don M. Barry, Associate Partner, Asset Management Solutions and Professional Services, IBM Global Business Services*

Often, a business' attempt to implement improved maintenance practices will fail not as a result of problems with the chosen practices, but rather on account of "people issues." Getting your employees to fully accept and embrace change while achieving sustainable business results can be challenging. However, through effective change management, your organization can avoid a painful change process and begin reaping the benefits of your newly implemented maintenance efforts. This interactive workshop will highlight best practices in guiding maintenance personnel along the path of change.

- Focusing on results while changing the culture
- Involving employees with the responsibility and authority to make the necessary changes
- Capturing the hearts and minds of workers: creating an empowered and engaged workforce
- Educational component of change management
- Key elements of the communication effort
- Implementing focus teams

Donald Barry is an Associate Partner, leading IBM Canada's Asset Management Solutions and Professional Services Practice. He is experienced at creating distribution process improvements and developing inventory reduction strategies with increased service levels. He specializes in solving asset management, distribution and asset re-utilization business problems.

## OPTIONAL WORKSHOP B

Thursday, April 28<sup>th</sup> - 1:30-4:30

### LIVING RCM

*Ben Stevens, President, OMDEC Inc.*

The right maintenance is seldom obvious from raw data. Interpreting data requires an intimate understanding of failure behaviour. Such knowledge derives from intensive information management and analysis. OMDEC's Living RCM process tames the data beast. Discover, in this intensive session, the ways to make your CMMS, CBM and related information systems yield, verifiable, optimal, model-based decisions. This workshop will give you practical insight into the implementation and application of Living RCM and EXAKT

- Capturing and then analyzing all information pertinent to asset failures in a very structured manner
- Using the RCM decision logic to arrive at the most effective failure management policy for the asset
- Building your organization's Reliability Knowledge Database
- Using the right information to fuel reliability analysis, which, in turn will drive measurable maintenance performance improvement
- Benefits of the Living RCM process
- EXAKT: defining the mix of preventive replacement and run to failure in order to optimize costs, optimize reliability and achieve the optimum balance of risk, cost and reliability

Ben Stevens is President of OMDEC. Ben has more than 25 years of experience in all aspects of Maintenance, Materials and Physical Asset Management and CMMS/EAM systems, built on a base of a blend of a post-graduate degree in managerial economics, Chief Financial Officer and Chief Administrative Officer in several manufacturing companies, Chief Executive experience in the high tech sector, and business development for two of the Big 5 consultants. Ben has extensive international experience covering 27 countries in training, workshops, conference presentations and consulting.

### MORNING PLANT TOUR:

Federated Press cordially invites you to tour Molson's bottling facility in Toronto as the plant graciously opens its doors to share best practices in facilities and equipment maintenance. Come see why Molson has earned a strong reputation over the years for innovation, technical excellence and proven reliability.

(Limited registration. Transportation provided.)

### AFTERNOON PLANT TOUR:

Federated Press cordially invites you to tour Atlantic Packaging's facility in Brampton, as the company graciously opens its doors to share best practices in facilities and equipment maintenance. Come explore Atlantic's state-of-the-art installations and see why it has earned a strong reputation for maintenance excellence. The Brampton plant was opened by Atlantic's Corrugated Group in 2003, becoming the company's fifth corrugated plant, which has become a model for all future modern corrugated facilities.

(Limited registration. Transportation provided.)

Take in an optional plant tour featuring a visit to Molson's world-class bottling facility located in Toronto

8<sup>th</sup>

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April 26, 27 & 28, 2011, Mississauga

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	Book & Pay by Jan 24/11	Book & Pay by Feb 21/11	Regular Price
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<input type="checkbox"/> Conference + CD-ROM (\$150)	\$1925	\$2025	\$2125
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\* Breakfasts, luncheons, morning and afternoon coffee breaks are included in the registration fees.  
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Payment must be received prior to April 19, 2011

#### UNCONDITIONAL UPGRADE POLICY

If you have registered for a similar or simultaneous event and wish to attend this Federated Press event instead, we are so sure that you will find this conference of more value that we will refund any cancellation fee up to \$300.00

#### GROUP DISCOUNT

If you register four people at the same time you will be entitled to a discount. To take advantage of this special offer, payment for all delegates must be made with one cheque or credit card charge. Contact Sandra Frattolillo at: 1-800-363-0722 ext.223 for more information.

**Cancellation:** Please note that non-attendance at the conference does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. A copy of the conference papers will be provided in any case. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to April 13, 2011. No refunds will be issued after this date.