



Canadian Business FORUM

THE FACE OF SHOPPING CENTRES: THE NEXT GENERATION
THE ONLY THING **CONSTANT** IS **CHANGE**

Liberty Grand Entertainment Complex
Toronto, ON
November 19, 2012

Program



#ICSCCBF



Monday, November 19

7:00 am – 4:00 pm

Registration

THE DOME

7:30 – 8:30 am

Continental Breakfast

THE DOME

8:20 – 8:30 am

Welcome & Introduction to the Program

CENTENNIAL ROOM



Stephen J. Messinger
Partner
Minden Gross, LLP
Toronto, ON

8:30 – 9:45 am

Special Keynote Presentation: The Changing Face of Canadian Retail

CENTENNIAL ROOM

"Charting a Course in a Sea of Change"

In this session, a panel of leading Canadian Retailers will discuss how their organizations are preparing for and dealing with the "U.S. Invasion" of retailing that began in 2009, and will continue in the years to come. With large & prominent U.S. retailers continuing to announce aggressive expansion plans, attendees will gain insight as to how retailers operating in the Canadian marketplace are adapting their operational strategies to not only keep pace with competition but increase their market share. Real estate professionals who represent both the retailers and land lords will understand the important changes and adaptations that these Canadian retailers are making in this new marketplace.

MODERATOR



Jay Freedman
Account Executive
Oberfeld Snowcap

PANELISTS

Chris Brawn

Vice President, Real Estate
Dollarama

Peter Higgins

President
Purdy's Chocolates



Sam Baio
Founder
West 49

Ken Otto

Chief Operating Officer
Boston Pizza International, Inc.

10:00 – 11:00 am

Concurrent Educational Sessions

A. Changes in Asset Protection, Enhancement & Emergency Preparedness

CENTENNIAL ROOM

All structures age, including shopping centres. Regular maintenance is essential but preventive maintenance avoids major surprises and unnecessary costs. Owners, mortgage holders and insurance companies benefit by the occasional full structural and HVAC audit, particularly when deterioration of the asset becomes an issue, when ownership changes or when a major expansion/modernization program is planned. What are the components of such an audit? Building inspectors perform a crucial function during construction but what are their obligations and tasks once the building is in operation? How do changes in building codes impact the function of building inspectors? Aging shopping centres need special care not only to protect the value of the asset but to remain relevant for their customers. Adapting to new shopping formats, the changing needs of tenants, new technology, new competition and market evolution all are reasons to act. How do you to maintain or recapture market dominance and customer appeal? Shopping centres are large complex structures with diverse groups of people utilizing them each day. Shopping centre management must be ready for any type of situation that occurs. How do shopping centre managers prepare for the unexpected?

MODERATOR



Hermann J. Kircher
President
Kircher Research Associates Ltd.
Toronto, ON

PANELISTS

Roy Manias

Senior Manager, Security and Life Safety
Toronto Eaton Centre

David Miner

Principal
DIALOG
Calgary, AB

David Moore

Vice President
Pellow and Associates
Toronto, ON

B. What's New in Retail Formats?

RENAISSANCE ROOM

What's New in the Retail Real Estate Market in Canada? In today's rapidly changing marketplace, it's imperative that both owners and retailers alike must know what's happening in retail real estate to capitalize on timely opportunities to grow their business. This session will review the current economic realities of the retail marketplace, benchmark Canada against the US and Globally, outline trends in Retail Productivity and in Canadian Retailing, provide current rentals rates across Canada, today's national vacancy rates and an overview of the retail investment market.

SPEAKERS



John Crombie
Senior Managing Director, National Retail Services
Cushman & Wakefield, Ltd.



Kaileen Millard-Ruff
Director, Retail
Pop Up Retail Group

11:15 am – 12:15 pm

Concurrent Educational Sessions

A. New Trends in Customer Communications

CENTENNIAL ROOM

Social Media and Mobile Technology are changing the way consumers shop and the way that we do business. Embracing the new technology is no longer just experimental—it is a critical part of any business strategy involving multiple disciplines. There are no “black box” answers when it comes to the marketing media mix. While the question is still about understanding the MARKET and meeting the needs of the CUSTOMER, identifying both who that customer is and what their needs are or will be in this new digital age is the challenge. This panel discussion will provide you with an opportunity to listen to and meet key social media and digital experts in the retail and real estate industry. You will learn how social media and digital strategies impact the retail and real estate industries as well as gain insights on how to integrate a social media strategy into your media mix.

MODERATOR



Mark Campbell
Founder & CEO
VMG Cinematic
Toronto, ON

PANELISTS

Yvette Bernard
Interactive Media Manager
Oxford Properties Group
Toronto, ON



Robert Craig
CEO
3 Tier Logic
Vancouver, BC

Lauren Elliot

Social Media Coordinator
Morguard
Toronto, ON

B. The Changing Face of Retail Design

RENAISSANCE ROOM

During this must-see panel discussion, award winning Canadian interior designers will discuss designing for retail stores. Attendees will learn about how design has become a retail strategy, with designers using their specialized knowledge to create spaces that attract consumers, encourage shopping and ultimately increase sales. The designers on this panel have completed projects for Telus, Simons Department Store, Seen Visionwear, American Apparel and Bedo, among others.

MODERATOR



Susan Wiggins
Executive Director
Interior Designers of Canada
Toronto, ON

PANELISTS

Andrew Gallici
Figure 3
Toronto, ON

Robert Ruscio
Ruscio Studio
Montreal, QC

Rob Whittaker
RLW Design
Toronto, ON

12:15 – 1:00 pm

Luncheon

RENAISSANCE ROOM

(No lunch service after 12:45 pm)

1:00 – 1:45 pm

Luncheon Keynote Speaker

RENAISSANCE ROOM

Myths and Miscalculations

The global commercial world is in a constant state of flux and changes are occurring daily! From his many posts around the world no one has a better perspective to have viewed these changes than Phil McArthur! He has been in the forefront of the changing global scene for many years and as our luncheon speaker will be able to discuss and explain some of the MYTHS that should no longer be taken for granted.



Phil McArthur, SCSM, SCDP
Managing Director
McARTHUR + COMPANY
Shopping Centre Specialists
United Arab Emirates

2:00 – 3:00 pm

Closing General Session

CENTENNIAL ROOM

The Changing Face of the Shopping Centre Food Experience

This panel brings together four of Canada's leaders in the food and shopping centre industry who share a passion and commitment to continuously enhance the food experience of customers, both in their menu offerings and in creating the perfect dining atmosphere to satisfy the needs of the modern shopper. They will share their views on current trends in the marketplace and their vision for the future direction of the business. They will discuss:

- Finding new ways to connect with, listen to and learn from customers
- Engaging customers and responding with fresh ideas
- Current trends in menu offerings — freshness, convenience, environmentally friendly, and economically priced
- What drives the fierce competition in food courts today
- Non-traditional retailers entering fresh food service

MODERATOR



Chris Tarrant
Executive Vice President
Oberfeld Snowcap
Toronto, ON

PANELISTS

Anthony Casalanguida

General Manager
Yorkdale Shopping Centre
Toronto, ON

Matthew Corrin

Founder and CEO FRESHII
Toronto, ON



Anthony Longo

President and CEO
Longo Brothers Fruit Markets Inc.
Toronto, ON

Ryan Picklyk

Manager, Urban Development
A & W Food Services of Canada
Toronto, ON

3:00 – 4:00 pm

Networking Reception & Tabletop Exhibit

CENTENNIAL FOYER

4:00 pm

Program Concludes

Speaker Biographies

SAM BAIO is the founder of West 49 Inc., a multi-banner specialty retailer of apparel, footwear and accessories related to skateboarding, snowboarding, surfing, the music industry and fashion-forward young women. Led by Founder Sam Baio, he is a transplanted American from Buffalo, who moved to St.Catharines in 1974 and has been skating since the 60's. West 49 Inc. operates over 130 stores in 9 provinces, under the banners West 49, Billabong, Amnesia/Arsenic, Element, as well as online under the domain name www.west49.com. Since 1995, the company has donated more than \$500,000 to schools, community events, charity organizations and skate parks across Canada. West 49 Inc. has a world renowned professional skateboard team, sponsors over 150 amateur athletes and holds Canada's largest skateboard competition, Take The Cake.

CHRIS BRAWN has been responsible for Dollarama's real estate program including store construction since early 2005, shortly after the company was acquired by Bain Capital. Since then the company has opened over 400 stores, expanding into Alberta, British Columbia and Newfoundland establishing a significant presence in all 10 provinces. In addition, they have renewed, expanded and relocated hundreds more locations. In 2009, Dollarama became a publicly traded company posting a 350% increase in share price since then. Prior to joining Dollarama, Chris had worked on the developer side at First Capital Realty and before that Chris opened the Toronto office for Oberfeld Enterprises which subsequently merged with Snowcap Investments to become Oberfeld Snowcap, North America's largest Tenant Representation firm. Previous jobs included the Frum Development Group, Cambridge Shopping Centres and Dylex Limited. Chris holds both an HBA, Ivey Scholar and an MBA from the Richard Ivey School of Business at the University of Western Ontario as well as his Certified Leasing Specialist designation from the ICSC. He has also served on many ICSC committees including a turn as the Ontario Retail Chair.

MARK CAMPBELL is a founding partner of VMG Cinematic, a digital agency specializing in video production and social media marketing for brands. Mark and his company won a gold medal at the 2010 ICSC awards for it's Vaughan Mills web TV series Style Agents, and is currently nominated for three 2012 ICSC awards collaborating with Pickering Town Centre, Pen Centre and Dixie Outlet Mall.

ANTHONY CASALANGUIDA is the General Manager of Yorkdale Shopping Centre. His background includes positions with major institutional real estate investors and other smaller property management companies over a 20-year period. Throughout his career he has been involved in the management of various assets including residential, industrial, commercial and retail. Anthony has a degree in Mass Communications and Political Science from York University. At Oxford Properties Group, Anthony has had the opportunity to be General Manager of Waterpark Place, Sun Life Centre and Royal Bank Plaza. In May of 2008 he became General Manager of Yorkdale Shopping Centre.

MATTHEW CORRIN is Founder and CEO of FRESHII in Toronto, ON. While working in New York City for fashion designer Oscar de la Renta, Matthew noted the many fresh food bars and was determined to successfully brand one. In 2005, at the age of 23, Founder and CEO Matthew Corrin, a Winnipeg native, opened the first Freshii location in Toronto, and won the prestigious ARC award for National Innovative Retail Concept of the Year from Cadillac Fairview Ltd. Two years later, Freshii was named one of the Fastest Growing Companies in Canada. By Dec 2012, Freshii will have 80 locations in 35 cities and 7 countries. In October of 2008, Matthew was interviewed by Sir Richard Branson at an interactive entrepreneur's summit about the risks and rewards of owning and operating a fast growing business. "Our mission is to provide nutritionally beneficial food that energize people on the go," Matthew noted. Matthew is a member of the Young Presidents Organization (YPO), a recipient of Canada's Top 40 under 40, Inc. Magazine's 30 under 30 and the 2011 Ernst & Young Entrepreneur of the Year winner. Matthew is an investor and advisor to Epicrise.com - a tech start-up focussed on Gen-Y recruiting. Matthew lives between Chicago and Toronto with his wife, two daughters, and dog. Between two young children and over 300 restaurants under development, he is proud to have mastered the 4-hour night sleep.

JOHN G. CROMBIE is the Senior Managing Director of Retail Services for Cushman & Wakefield, a member of the National Management Team and the Canadian Representative for Cushman & Wakefield's US and Global Executive Committee for Retail Services. John is responsible for providing strategic direction and developing national and international sales and brokerage opportunities for Cushman & Wakefield's Canadian retail business. John has been in commercial real estate for over 25 years. John's real estate career started in 1986 in Toronto where he was a successful office leasing specialist for nine years and earned the President's Round Table Award for excellence in sales performance. From 1994 to 1998, he was Director of Leasing for Oxford Properties Group, one of Canada's largest owners of commercial properties. In 1998, he rejoined Royal LePage Commercial as Vice President and General Manager of its Edmonton business and then returned to Toronto in 2000 to manage the Toronto East Operations for Cushman & Wakefield until 2010. John is a member of a number of professional associations including the National Association of Industrial and Office Properties (NAIOP), the International Council of Shopping Centres (ICSC), the Industrial Asset Management Council (IAMC) and the Building Industry and Land Development Association (BILD). He is also a Board Member for the Commercial Council of the Toronto Real Estate Board (TREB), a member of the Markham Board of Trade and was recently elected to the 2010 ICSC Canada Research Group (CRG). A noted industry spokesperson, John has been the keynote speaker at a number of conventions and seminars and has been an expert resource for articles and news reports in various publications such as the Globe and Mail, the Toronto Star and CTV television. John earned his Bachelor of Arts Degree in Urban Development from the University of Western Ontario in 1985 and is a licensed Real Estate Broker in the Province of Ontario. He is the past president of the Sigma Chi fraternity and a longstanding member of the Craighleith Ski Club in Collingwood.

JAY FREEDMAN has been an Account Executive at Oberfeld Snowcap since 2010, where his over 5 years of industry related knowledge and experience in office, industrial and retail leasing have served him well. He started his career in leasing with companies such as Olymbec and Soltron before applying his strategic skills in property management. Jay Freedman holds an Attestation of Real Estate from LaSalle College. He also volunteers as the chairman of leadership development for The Bronfman Israel Experience Centre and sits on the Board of Directors. His diverse real estate background makes Jay a valuable Oberfeld Snowcap team member.

ANDREW GALLICI - "My focus has always been to create amazing retail experiences that resonate with stakeholders. Building advocacy is emotional and complex work that requires rigor, strategic insight and innovation: the smallest evolution requires revolutionary thinking. It often requires someone to rock the boat...and that's generally my calling!" Andrew loves retail. He loves shopping, observing people shop and ultimately designing compelling shopping spaces. With 20 years of experience in retail store design, and a first-hand history of working in stores, Andrew has an intuitive understanding and approach to design problem solving. Currently, Andrew Gallici is the Director of Retail Design at figure3. He is immersed in a strategic methodology for experience-based design thinking that drives design development. Design is about engagement and an increasing number of conversations extend beyond the realm of physical space to activation strategies that consider communications and choreography within space and the role of all other touch points within an omni-channel environment, such as e-commerce and social media. Prior to having joined figure3, Andrew was the Executive Creative Director at Watt International, and the International Design Group as an Associate. Both firms were renowned internationally for their work in retail design. In 2006 he had the exciting opportunity to oversee a team in Dubai, UAE that provided design review to the 500+ tenants of Dubai Festival City, a multi-million square metre mixed use development. His involvement in a broad spectrum of retail sectors including fashion, luxury, home wares, technology, food & beverage, entertainment, hospitality, shopping centre, financial and developmental, in diverse international locations, are intrinsic to the successful marriage of his design and business sensibilities. Through his career, Andrew has been published in various design and trade publications, and spoken at numerous industry conferences. Most recently he co-presented at the Service Design Network in San Francisco. He is also privileged to have won many design awards through his career, including the 2000 ARIDO Designer of the Year Award and most recently two ARIDO Awards and a Best of Canada Award for his team's work with TELUS.

PETER HIGGINS graduated from University of British Columbia in 1991 with a Bachelor of Science Degree in Food Sciences. Since that time, Peter has had a wide variety of experiences working in the Food Industry, including Coca Cola, the Winemaking Industry as well as the Snack Food Industry. Peter joined Purdy's in 1998 as General Manager for Production and Distribution. He led the installation of many new pieces of modern equipment, improving efficiencies while maintaining quality. He used his Food Science background as key tool in learning and developing within the very technical Confectionery industry. In 2007, Peter was promoted to Chief Operating Officer, reporting directly to the President, Karen Flavelle, where he became involved in all aspects of the business, overseeing 800+ employees, 58 shops, 2 warehouses, manufacturing plant, Gift Delivery Service (Internet sales), Group Purchase Programs and office operations. Purdy's currently has 61 chocolate shops. In 2012, Peter was promoted to President of Purdy's Chocolates, as owner & CEO Karen Flavelle chose to

focus on other business interests. Married with 2 adolescent boys, Peter is also actively involved with sports such as hockey, skiing and biking.

HERMANN J. KIRCHER is President of Kircher Research Associates Ltd., a firm established in 1992. Prior to his current activities, he was President of Larry Smith and Associates Ltd., a market research firm, for about 25 years. For 12 years he was also a partner of Coopers and Lybrand (now PricewaterhouseCoopers), responsible for real estate and retail consulting services. He holds Master of Business Administration (MBA) and Bachelor of Commerce (B.Com.) degrees from the University of Toronto. He entered the economic analyses and market research field in 1964. Besides his extensive consulting background in Canada, his international assignments included major research studies in the United States, most European countries, Africa, South America and the Middle East.

ANTHONY LONGO is President and CEO of Longo Brothers Fruit Markets Inc. in Toronto, ON. Longo's was established in 1956, (Yonge St & Castlefield), and currently has 26 stores including 4 small format stores, "The Market by Longo's". They are currently Canada's largest on-line grocer (Grocery Gateway). Their Average store size of 40,000 sq. ft., have over 4,700 team members, and operate One Distribution Center. In 2002, Anthony Longo received from the Province of Ontario the 'Premier's award' in appreciation and recognition of his outstanding career achievements and many contributions to the community. In 2006, he was awarded "The Golden Pencil Award" from the Food Industry Association of Canada in recognition of the efforts of both buyer and seller in developing and improving the great Canadian food industry. Mr. Longo was also a 2009 finalist for the Ernst & Young Entrepreneur of the Year. In 2011, he received elite status as an official member of Canada's 50 Best Managed Platinum Club awarded to companies who have been Best Managed for six consecutive years or more. (Received first status of recognition in 2000 and continues to maintain Platinum status to date). He is the recipient of the "2012 Spirit of the Independent Award".

ROY MANIAS has 21 years of Security and Life Safety Experience at high profile mixed-use urban properties. His career with The Cadillac Fairview Corporation Limited has progressed to his current role as Senior Manager, Security and Life Safety at the Toronto Eaton Centre. Roy holds overall operational responsibility of the Security and Life Safety Program for the Toronto Eaton Centre. The Toronto Eaton Centre is Canada's premier shopping destination and one of Toronto's most popular tourist attractions. Roy has completed emergency management training at the Canadian Emergency Management College in Ottawa and with Emergency Management Ontario. Roy holds a Bachelor of Arts Degree with Honours from York University.

STEPHEN MESSINGER is senior partner with the commercial leasing group of Minden Gross, specializing in commercial leasing and development. Clients include many North American large, sophisticated developers, property and asset managers, retailers, banks, trust companies, pension funds. ICSC Canadian Division Special Initiatives Chairman, past Operations Chairman and 1998 and 2001 Distinguished Service Award recipient. Lectures and writes extensively. Frequently serves as expert witness on commercial leasing matters. On Editorial Board for and contributor to Shopping Centre Leases, Volumes I and II and contributor to Shopping Centre Leases Second Edition. Member of Advisory Boards of Georgetown University Law Center Advanced Commercial Leasing Institute and Commercial Lease Law Insider, Shopping Centre Management Insider and Commercial Tenant's Lease Insider. Named as one of Canada's most

frequently recommended property leasing lawyers by the Canadian Legal LEXPERT Directory and by the Lexpert/American Lawyer Guide to the Leading 500 lawyers in Canada. Named one of the best lawyers in Canada in his practice area by Best Lawyers in Canada. Member, Canadian and American Bar Associations, Upper Canada Law Society Real Property Section. Ontario Bar 1968.

KAILEEN MILLARD-RUFF is Director, Retail at The Pop Up Retail Group, North America's leading pop up retail and outsourced retail operations organization. Based in Toronto, Canada, she is a national expert on the Retail industry in Canada and has followed retail trends for over twenty years, as the Lead on Retail for leading research companies such as Synovate, GfK and NPD. Prior to her role in the research community Kaileen spent many years in retail operations; her expertise in the retail industry spans Specialty, Big Box and Department Store formats including: Sears, Hallmark, HBC, Kinney Shoes, Randy River, S&MG / Mosaic Group and The Dylex Group. From Retail Operations to Product Development and Marketing, Kaileen's career has involved many key aspects of retailing. Kaileen is a passionate advocate for the retail industry, as evident in her past role as the Director of Education for the Retail Council of Canada and as an advisory board member of the Seneca College School of Business Management. Through her work with retailers and brand manufacturers, Kaileen has facilitated strategic efforts across the areas of operation, merchandising, product development, e-commerce and consumer centric marketing. Kaileen is frequently quoted in print publications such as The Globe and Mail, Report on Business Magazine, The Montreal Gazette, Ottawa Citizen, Calgary Herald, Canadian Business and through the Canadian Press. She has appeared on Report on Business, BNN and CBC Radio.

DAVID MINER joined DIALOG in 1988 as a project architect. He is experienced in a wide variety of project types including commercial, retail and office. His focus and passion for the past 20 years is the retail sector where he developed strong working relationships with Canada's largest retail developers, including Ivanhoe Cambridge, Cadillac Fairview, and Oxford Properties. David leads DIALOG's retail studio and is involved in a wide variety of enclosed malls, power centre, and retail redevelopment projects across Canada.

KEN OTTO joined Boston Pizza International in June 2004. In his position as Chief Operating Officer, Otto is responsible for the ongoing strategic development of the Boston Pizza brand in Canada, food services operations, purchasing, construction and design, and franchising. Previous to joining the organization, Ken was employed by the Airport Terminal Restaurants division of Cara Operations Ltd. where he held a number of positions, including Chief Operating Officer (2001 – 2004), Assistant Vice-President (1999 – 2000) and General Manager (1998 – 1999). Ken held senior management positions with Moxie's Restaurants, including Director, Franchise and Corporate Development from 1997 to 1998 and Regional Manager from 1996 - 1997. From 1987 to 1996, Otto worked as a consultant to Canada's hospitality industry with the firms Price Waterhouse and Panel Kerr Forster. Ken has lived and worked in Calgary and Vancouver, and he currently resides in Toronto with his wife Julie and two children, Alex and Jack. An avid skier in the winter, Ken enjoys time on the water during the summer months with his family.

RYAN PICKLYK leads A&W's urban development across Canada, focusing predominantly on high pedestrian traffic street locations in Calgary, Montreal, Ottawa, Toronto and Vancouver. Before taking over A&W's urban portfolio, Ryan managed their free standing development across Western Canada. A&W has been a franchised hamburger chain in Canada since 1956. Today they operate in shopping malls, in free standing drive thru restaurants and most recently the urban concept in the major urban centers across Canada. Ryan lives and works in Vancouver at A&W Food Services' Corporate Headquarters.

ROBERT RUSCIO is president of Ruscio Studio, and has more than 25 years experience in the interior design industry specializing in retail design concepts for stores, kiosks and shopping centers. He is known for his detailed understanding of today's successful retail concepts, creative approaches and relentless strive for design excellence. As a proud graduate of Dawson College and member of several associations such as ICSC (International Council of Shopping Centers), A.R.E. (Association for Retail Environments), RDI (Retail Design Institute) and APDIQ (Association of Professional Interior Designers of Quebec), he remains current and active in his milieu. In 2002 Robert decided to open his own design studio delving deeper into the world of creative retail design highlighted with a slogan "an eye for design, a mind for retail". In less than 10 years, Ruscio Studio has solidly garnered a reputation of an award winning design firm winning over 70 national and international design awards including 23 ICSC design awards alone. The firm's portfolio include many of today's successful and well known retailers such as Starbucks, American Apparel, National Bank of Canada, CBC, Oxford Properties, Fruit & Passion, and Marks to name a few. Robert has also served as a panel judge and conference speaker at various international design conferences.

CHRISTOPHER TARRANT holds the position of Executive Vice-President at Oberfeld Snowcap, since 2011. In his role, Mr. Tarrant is responsible for the development of the company's non-enclosed mall strategy, as well as its overall development in Canada. Christopher carries a vast wealth of experience in retail development, both in the U.S. and in Canada. He has previously held key development roles with dominant brands such as McDonald's, Krispy Kreme Doughnuts, Second Cup, Panera Bread and, just prior to Oberfeld Snowcap, at The Source.

ROB WHITTAKER founded RLWdesign in 1987. The company specializes in retail interior design, strategic planning, brand management, and project management. Rob is the proud recipient of awards from Association of Registered Interior Designers and Association of Retail Environments. He is often quoted or featured in industry periodicals on store design and branding. As the Creative Director at RLWdesign, Rob has designed more than 1000 stores in Canada. He has consulted to the largest retailers in North America such as Home Depot and Shoppers Drug Mart; venerable retailers such as Jean Machine and Northern Reflections; game-changing concepts such as A Buck or Two, and independent retailers, of all stripes, who add that special texture to the Canadian shopping experience.



Canadian Business FORUM

Liberty Grand Entertainment Complex
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ICSC 2012 Canadian Business Forum Program Planning Committee

Chairperson

Stephen J. Messinger, *ICSC Canadian Retail Forum Program Planning Committee Chair,*
Minden Gross, LLP

Committee

Ulf Bergner, *Ivanhoe Cambridge*

Lisa Borsook, *Weirfoulds LLP*

Caroline Bouillet, *7-Eleven, Inc.*

Mark Cohan, *Resonate Search Group*

Melodie Eng, *Minden Gross, LLP*

Cheryl France, *Tim Hortons*

Eileen Halpin, *Oberfeld Snowcap*

Herman J. Kircher, *Kircher Research Associates Ltd.*

Mark Lebovits, *Environics Analytics*

Catherine Liagas, *Morguard Investments Ltd.*

Aaron Madar, *Forward Signs*

Kathy Meyers, *Oxford Properties Group*

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Adam Zendel, *York University*