AGENDA 03 11 26

EVENT SPONSOR

8:15AM–9:00AM	**BREAKFAST** *Waterfront Foyer* *Breakfast Sponsor:* BMO	Breakfast Buffet
9:00AM–9:05AM	**WELCOME** *Waterfront Ballroom*	Opening Remarks and Land Acknowledgements *Lanyard Sponsor:* mds M&A LAWYERS
9:05AM–9:50AM	**OPENING SESSION** *Waterfront Ballroom*	**WestConnect Opening Session** Macroeconomic Update *Speaker: Robert Kavcic*
9:55AM–10:40AM	**MORNING PANEL** *Waterfront Ballroom*	**The People Side of Value Creation:** Leadership, Succession & Change *Moderator: Rhys Webb* *Panelists: Ben Gaster, Paul Gibbons, Michelle Marsden*
10:40AM–11:00AM	**BREAK** *Waterfront Foyer & Ballroom*	Espresso Bar & Networking *Espresso Bar Sponsor:* TriWest Capital Partners
11:05AM–11:55AM	**PRESENTATION** *Waterfront Ballroom*	**Political Trends for 2026** *Speakers: Dan Moulton and Sarina Rehal*
11:55AM–1:10PM	**LUNCH** *Waterfront Foyer & Ballroom* *Lunch Sponsor:* KALOS LLP TRANSACTIONS DILIGENCE ADVISORY	*Luncheon Bar Sponsor:* DENTONS
1:10PM–1:55PM	**AFTERNOON PANEL** *Waterfront Ballroom*	**Beyond the Border:** Getting Cross-Border M&A Deals Done in a Shifting Market *Moderator: Pavan Jawanda* *Panelists: Elaine Barsalou, Dave Connolly, Mackenzie Regent* *Pen & Notebook Sponsor:* ATB CORMARK CAPITAL MARKETS
2:00PM–2:45PM	**AFTERNOON PANEL** *Waterfront Ballroom*	**Behind the Deal:** Real Stories from Owners and Acquirers *Moderator: Bryce Davis* *Panelists: Natalie Benson, Aaron Kennedy, Vivian McCormick*
2:45PM–3:15PM	**BREAK** *Waterfront Foyer & Ballroom*	*Networking Lounge Sponsor:* NRF
3:15PM–4:10PM	**KEYNOTE SPEAKER** *Waterfront Ballroom* *Keynote Sponsor:* mccarthy tetrault	**Arlene Dickinson** *Moderator: Shiva Reddy*
4:10PM–4:15PM	**CLOSING REMARKS** *Waterfront Ballroom*	Closing Remarks
4:15PM–5:30PM	**CLOSING RECEPTION** *Waterfront Foyer*	*Closing Reception Sponsor:* TD