

RESPONDING TO DISRUPTION: OPPORTUNITIES FOR FINANCE

**2019
CAGFO NATIONAL
CONFERENCE**

**OCTOBER 2-4, 2019
SHERATON VANCOUVER
AIRPORT HOTEL
7551 Westminster Hwy, Richmond, BC**



Canadian Association of Government Finance Officers



GENERAL INFORMATION

CONFERENCE REGISTRATION

Registration will be:

- » Tuesday from 4:00pm to 6:30pm in the conference centre lobby
- » Tuesday 7:00pm at the Richmond Olympic Oval
- » Wednesday and Thursday from 7:30am to 4:30pm in the conference centre lobby
- » Friday from 7:30am to 12:00pm in the conference centre lobby

NAME TAGS

Name tags must be worn at all times to gain admission to conference sessions, meal breaks, the Welcome Reception and the Thursday evening banquet.

TRANSFERABLE REGISTRATION

Conference registration can be transferred to another member of your organization. The first person from your organization to register will receive a name tag pouch. To transfer registration to an alternate delegate, simply return to the registration desk and turn in your pouch. Please keep your name tag if you plan to return at another time. Please note only one person can attend at a time per registration.

CONFERENCE FACILITIES

All conference events will be held at the Sheraton Vancouver Airport Hotel (7551 Westminster Hwy) Richmond, B.C. except for the Tuesday evening reception which will be held at the Richmond Olympic Oval (6111 River Rd).

TRADE SHOW

The Trade Show is located in Britannia A. Hours are 9:45am to 5:00pm on Wednesday, and from 7:30am to 4:00pm on Thursday.

TUESDAY EVENING: Welcome Reception

The Welcome Reception will be held in the Richmond Olympic Oval (6111 River Rd) starting at 7:00pm. The Oval is a short walk from the conference hotel. A drink ticket for the reception will be provided in your name tag pouches. Please note that the drink ticket can only be used at the Welcome Reception.

THURSDAY EVENING: Dinner & Entertainment

The Canadian Association of Government Finance Officers invites delegates and friends to our annual banquet. The banquet will be a black and white themed event and everyone is encouraged to dress in black and white. A no-host bar will open at 6:00pm in the conference centre lobby and the doors to the Britannia Ballroom will open at 7:00pm where dinner will be served. The entertainment features an Escape Room game followed by dancing with a live DJ.

NETWORKING BREAKS

Networking breaks will be held in the Trade Show Area in Britannia A (10:00-10:30am and 2:30-3:00pm) on Wednesday and Thursday and in the Conference Centre Lobby from 10:00-10:30am on Friday.

MEALS

Breakfasts and lunches will be buffet style and served in the Britannia Ballroom.

DELEGATES WITH DIETARY RESTRICTIONS

If you have identified yourself as having a special dietary requirement, please identify yourself to the service staff at the beginning of a meal. Depending on your specific requirements, an alternative will be arranged for you.

PARTNERS MEAL PROGRAM

Tickets are available at the registration desk if you did not order and pay at the time of registration.

- » Welcome Reception, breakfasts, and Thursday night event tickets: \$150
- » Extra reception tickets: \$40
- » Extra banquet tickets: \$90

Additional tickets for partners and friends can be purchased on Tuesday night or Wednesday morning at the registration desk.

PRIZE DRAWS

Conference delegates can obtain a passport for use in the Trade Show. Visit each exhibitor booth to have your passport signed. When you collect all signatures in your passport, you may enter it into the prize draws. A minimum \$5 donation to the food bank is required in order to participate in the draws.

Prize draws will be conducted on Thursday evening and Friday morning at the conference. You must be present in order to collect the prize.

SOCIAL MEDIA

Follow us on LinkedIn (CAGFO Canada), Twitter (@Cagfo_Canada) and Instagram (cagfo_canada) using hashtag #CAGFO. During the conference, we will be running a social media contest. To participate, please post about your experiences at the conference (this could include a picture) to your LinkedIn, Twitter and Instagram accounts using #CAGFO. Be sure to “like” posts as there will be a prize for the post with the most “likes”.



WEDNESDAY, OCTOBER 2, 2019

7:30-8:30am

Registration

Conference Centre Lobby

Breakfast

Britannia B&C

8:30-10:00am

Opening Remarks

Britannia B&C

Plenary Session

The Uber of Everything

Ted Graham
Britannia B&C

Ted will speak about five things he learned about disruptive innovation as an UberX driver and how to apply some of these lessons across a multitude of industries on the cusp of disruption. His first-hand account was initially released as a widely read LinkedIn influencer post, then a CBC Metro Morning interview and is now part of his book called “The Uber of Everything” released this past year.

He will tailor his talk to the government finance community by addressing how the regulation and taxing of the disruptive economy may be difficult for municipalities; yet, on the other hand how some of disruptive technologies may be used to make us all more responsive and efficient.

10:00-10:30am

Networking Break

Trade Show Area

10:30-11:15am

Concurrent Sessions

Smart Cities: Funding a More Livable Future

Chris Sainsbury, KPMG
Britannia B&C

The urban landscape as we know it is rapidly changing: mass urbanization, climate change and technological disruption have far reaching implications and present a host of challenges for today’s society. The rise of the Smart City has galvanized attention across Canada — but how can cities, irrespective of size or geography, ensure future opportunities are realized? In this session, Chris Sainsbury will discuss the challenges and opportunities that come with the rise of Smart Cities, and the need to find creative solutions to fund them. Learn how a holistic approach to funding and financing Smart Cities can help position Canadian municipalities to become more resilient, agile and forward-thinking. Building the smart foundational elements today, for a better tomorrow.

Circular Procurement

Jo-Anne St. Godard,
Recycling Council of Ontario
Elmbridge

Governments worldwide are embracing circular procurement as a strategic tool to fulfill environmental, social and economic objectives. In Canada public sector procurement is valued at \$200 billion and governments are recognizing how purchasing can advance policy goals while simultaneously maintaining financial prudence and fairness. While governments have started to incorporate circular procurement, there is still untapped potential to leverage its ability and measure its effectiveness. Jo-Anne St. Godard showcases the value of circular procurement to drive markets.

Library Finance Forum (1.5 hours)

Elrose Klaus,
Calgary Public Library (Moderator)
Richmond A&B

This forum is an opportunity for Library Finance officers to discuss any issues of common interest. Two of the things that will be discussed are PSAB changes, past and future, and risk and possibly a municipal benchmarking initiative.

11:15am-12:00pm

Concurrent Sessions

Workforce of the Future and Impact on Finance Personnel

Laura Benson, PwC
Britannia B&C

Canadian executives are less likely than their global counterparts to focus on upskilling their people to work in the digital age. This is at odds with those who said the number one barrier to success in digital initiatives is the lack of suitably skilled teams. More specifically, when it comes to cybersecurity and privacy, while 60 per cent of Canadian executives said they strategically manage their risks related to cybersecurity and privacy, only 17 per cent said skills in these areas are important.

Improving Local Government Emergency Management

Gordon Ruth, AGLG
Elmbridge

Emergency management is one of the important areas of local government operations that the Auditor General for Local Government has worked on in recent months; this session will draw in more detail from the findings in recent audits as well the related best practices recommended. We will cover a range of issues including staff training, testing emergency plans, the importance of planning for the recovery phase of any emergency, communications and the financial aspects of emergency management.

12:00-1:30pm

Lunch

Britannia B&C

1:30-2:30pm

Concurrent Sessions

Annual PSAB Update

Mike Puskaric, PSAB
Britannia B&C

The annual PSAB update is one of the mainstays of our conference. The session will provide up-to-date information keeping you current with the recent releases of PSAB and the coming proposals. In the end, participants should have the knowledge and skills they need to assess new standards and be aware of emerging issues in public sector financial reporting.

National Perspective on Asset Management

Anissia Nasr,
Ben Kocwarski & Jude Pillainayagam,
Federation of Canadian Municipalities
Elmbridge

Are you familiar with the Federation of Canadian Municipalities' Municipal Asset Management Program (MAMP)? Find out how this eight-year, \$110 million dollar program funded by Infrastructure Canada, is supporting Canadian municipalities across all provinces and territories in making informed infrastructure investment decisions based on stronger asset management (AM) practices.

Since its launch in 2017, the program has made incredible progress in reaching small and rural municipalities where capacity to implement AM practices is a challenge. Join us for a chance to learn about the program's objectives and its results to date. Hear from a municipality that has received direct funding and learn more about the training opportunities being offered across Canada.

This is also an opportunity to discover new asset management resources and what's next for the program.

2:30-3:00pm

Networking Break

Trade Show Area

3:00-3:45pm

Concurrent Sessions

Getting Prepared for the Future of Finance

Jamie Black, FH Black and Co
Britannia B&C

You may not realize it yet, but your organization is in the early stages of being hit by massive, interconnected and occasionally opposing global changes. These changes are likely not going to reach full strength for 10 or 20 years. Nonetheless, it will take time, planning and some hard work to get prepared. If these changes turn out to be as big as predicted, being ready may mean the difference between an organization that flourishes and one that struggles.

This presentation will assist delegates in preparing for imminent changes that will impact finance departments and provide numerous, specific strategies that local governments of all sizes can employ to thrive in this changing environment.

3:00-3:45pm

Concurrent Sessions

**Modernizing your Legacy Systems:
Best Practices for Transformational Implementations**

Lee Traill, Ceridian
Elmbridge

Transforming and modernizing your organization's legacy systems to incorporate best practices across the new digital era of implementations. In today's digital world there are many reasons why organizations need to transform and adopt to the modern cloud SaaS technologies. This presentation will answer your queries regarding: how to mitigate your risks with today's modern HR, payroll and ERP digital systems; gain better benefits realizations and your ROI across transformational initiatives and avoid disastrous implementations!

Budget Officers Forum (1.5 hours)

Jason Turnbull (Moderator)
Richmond A&B

This forum is an opportunity for Budget Officers to discuss issues of common interest.

3:45-4:00pm

Concurrent Sessions

**Transforming Municipal Government Operations –
ERP in the Cloud**

Valerie Kelly, Oracle Corporation
Britannia B&C

The municipal world is changing. The pace of technology adoption is increasing rapidly as disruptive digital technologies now have the potential to solve major challenges while greatly improving engagement with employees, citizens and business partners. Learn how the City of Fredericton is embracing change and digitally transforming operations and service delivery to citizens.

One of their first steps was updating and moving their antiquated business applications and ERP to the cloud.

The benefits and learnings for the financial community by making this strategic Information Technology transformation will be shared with the audience.

Maximizing Own Source Revenue

Emily Harris, The Policy Shop
Elmbridge

Whether or not becoming 100 per cent self-funded is a sustainability goal for your municipality, creative use of revenue tools has the potential to unlock the spending power that helps finance establish itself as a key business partner and enabler of other departments' and council's service ambitions. This session profiles a number of ways finance staff can think about revenue in order to diversify and maximize yield, from the more traditional permission-based and comparative approaches to looking at the range of municipal stakeholders' ability to pay as a starting point and using municipal revenue tools as policy tools.

THURSDAY, OCTOBER 3, 2019

7:30-8:30am

Breakfast

Britannia B&C

8:30-9:15am

Plenary Session

City Manager Perspective on Finance

Judy Rogers, City of Vancouver (Retired)
Britannia B&C

9:15-10:00am

Plenary Session

Financially Resilient Communities

Shayne Kavanagh, GFOA International
Britannia B&C

Over the past few years GFOA has been researching a new formula for how local governments can maintain their financial health and thereby contribute to a thriving community. This new formula is based on a Nobel-prize winning body of work about how communities can make better decisions about shared resources, such as a public budget. It builds on the concepts of long-term financial planning and financial policies. It also raises new concepts that are vital to financial health. This overview will introduce you to these financial foundations.

10:00-10:30am

Networking Break

Trade Show Area

10:30-11:15am

Concurrent Sessions

Accounting for Asset Retirement Obligations

Brian Szabo, BDO
Britannia B&C

PS 3280 Asset Retirement Obligations becomes effective for year-ends beginning on or after April 1, 2021. The standard may significantly impact the carrying values of assets currently controlled, and acquired in the future, by public sector organizations. Accounting for solid waste landfill obligations will also be significantly impacted as the methodology will be substantially different. This session will cover the high-level impacts and provide a basic approach to preparing for adoption of the new standard.

PSAB 101 – An Introduction for New Users

Mike Puskaric, PSAB
Elmbridge

Are you a new user of the PSAB Handbook? Is your organization or First Nation now required to report under Public Sector standards? This session will provide an overview of the major changes you are likely to face and offer an opportunity to get your questions answered.

Dealing with a Ransomware Attack

Mark Wilson and Kenny Fung,
New Westminster Police Department
Richmond A&B

The New Westminster Police Department suffered a ransomware cyber-attack which encrypted many of their data files. Fortunately, the IT department had multiple backup strategies in place and were able to recover without paying any ransom. However, this took time and effort to recover, and many lessons were learned which can be passed on in this session.

11:15am-12:00pm

Concurrent Sessions

Mobility Technology and the Impacts on Operating Revenue

Chun Man, Urban systems
Britannia B&C

We are at the outset of a transportation revolution that rivals the coming of the streetcar in the 19th century and the automobile in the 20th century. Advances in telecommunications and socio-behavioural shifts have already led to exponential growth of services such as carsharing and ridehailing (i.e. Uber). Autonomous Vehicle (AV) technology is rapidly emerging and is poised to represent a US\$42B global market by 2025. The AV revolution will have significant impacts on urban infrastructure that will be explored in this presentation. Understanding these potential impacts and when they are likely to occur is critical when considering today's major capital investments and managing existing assets.

Police Funding – Challenges and Opportunities

Mary Collins, BC Association of Police Boards
Elmbridge

One of the largest expenditures of any municipality is for policing, whether for a municipal police force or for the RCMP. Increasing costs for policing are worrying for police departments, municipal councils and the public. Why are they continuing to rise and are there any measures that can be taken to constrain these increases? This presentation will highlight some of the reasons behind policing costs and some of initiatives that are being considered in some jurisdictions to deal with them.

GFOA without Borders – Volunteering with First Nations

Stacia Kean, CESO
Richmond A&B

Stacia's presentation will give a brief introduction to CESO, a not-for-profit organization focusing on economic development by growing sustainable, inclusive businesses and strengthening government infrastructure. As the Director of CESO's Indigenous Services, Stacia will illustrate volunteering opportunities with CESO in Northern and remote Indigenous communities through its comprehensive mentorship program.

12:00-1:30pm

Lunch

Britannia B&C

1:30-2:30pm

Concurrent Sessions

Budget Transparency and Citizen Engagement

Max Parkinson & Chris Adams, Questica
Britannia B&C

Today's government agencies are challenged to increase awareness and build trust with citizens by ensuring the continued delivery of programs and services while dealing with funding challenges and antiquated operational processes and systems. One factor that impacts this connection is the level of confidence and trust that citizens have in the information and data being presented to them by their city, town, county or agency. Learn how to encourage citizen participation, build trust and generate awareness regarding government priorities and fiscal plans. Benefits to budget transparency and engagement include: 1) improving trust and perception of your agency by giving citizens access to data about those services 2) delivering better budgeting and prioritization for public budget expenditures through citizen input, 3) developing more informed policy and increased administrative efficiencies within departments, and 4) creating new opportunities for governments to collaborate with citizens and businesses.

Grants: Formulating Funding Strategies to Increasing Municipal Needs

Stewart Bruce, City of Edmonton
Elmbridge

Do you have large, strategic level projects that require policy options to maximize capital grant revenues? The City of Edmonton wants to share its experience with:

1. Providing strategic advice and counsel to senior management and corporate business areas to advance new funding initiatives that support corporate direction setting and investment requirements.
2. Working with internal business areas, to lead and facilitate the development of inter-municipal funding submissions and agreements, as well as to advance regional initiatives.
3. Developing strong working relationships with officials from the other orders of government.

Horn-Rimmed Glasses Not Required: Tips for Recruiting & Retaining CFOs

Todd Pugh, Civicjobs.ca
Richmond A&B

Kids don't grow up with dreams of becoming a municipal Chief Financial Officer (CFO). And old CFO stereotypes, possibly involving horn-rimmed glasses and pocket protectors, don't hold much appeal for recent university graduates. So what, collectively, can we do to attract and retain talented professionals?

For possible answers, you won't want to miss this interactive session with Todd Pugh from CivicInfo BC. During the hour, Todd will share his insights and perspectives, drawing on years of data collected from CivicInfo BC's national "CivicJobs.ca" job board. Delegates will also be encouraged to share their own stories, from wild successes to miserable failures. Come prepared to talk!

2:30-3:00pm

Networking Break

Trade Show Area

3:00-3:45pm

Concurrent Sessions

How Blockchain Technology can Provide Opportunities for Municipalities

Brian Beveridge, MNP
Britannia B&C

Interest in blockchain is exploding across Canada and around the world as business and technology leaders continue to discover new and innovative uses for this groundbreaking technology. Disruption doesn't need to be debilitating — it's an opportunity. Join in on the curiosity with this session which explains everything you and your municipality might want to know about blockchain (distributed ledger technology) and how it can provide opportunities for speeding up and streamlining processes in municipalities. Attendees will gain significant value from this exclusive learning opportunity — whether they need a high-level introduction to blockchain or are looking to level-up their existing knowledge. With extensive background, short- and long-term outlook and specific real-world municipal applications such as land titling and tax deferral streamlining, it is essential for anyone looking to stay ahead of the curve in today's new technology landscape.

PSAB Forum (1.5 hours)

Lorrie Schmallenberg, CPA, CGA (Moderator)
Elmbridge

This forum is a chance for practitioners to discuss issues of common interest. Items arising from the annual PSAB update can be discussed in more detail as PSAB staff will be present. Also representatives of the group that has been getting together online to discuss exposure drafts will be present and encouraging more participation.

Asset Management Working Group (1.5 hours)

Emily Harris, The Policy Shop (Moderator)
Richmond A&B

This forum is an opportunity for Asset Managers to discuss issues of common interest.

Police Finance Forum (1.5 hours)

Mark Wilson, City of New Westminster Police
Department (Moderator)
Steveston D

This is an opportunity for Police Finance Officers to bring their issues to a forum with their colleagues.

3:45-4:00pm

Concurrent Sessions

Budgeting Strategies for a Complex World

Tim Duhamel, Bloom CME Inc
Britannia B&C

Population growth, infrastructure deficits and inflation all combine to create budget challenges for today's municipalities. Tim's session will address the municipal budget challenge in the modern world. Tim will cover proven and effective strategies to overcome complex challenges through operating and capital budgets. Strategic budgeting, priority-based budgeting and Bloom municipal scan concepts will be discussed.

FRIDAY, OCTOBER 4, 2019

7:30-8:30am

Breakfast

Britannia B&C

8:30-9:30am

Plenary Session

Disruption Panel

Bill Cox, BDO Moderator

Panelists: Heather Taylor, City of Toronto; Jared Thomas, MNP; Shayne Kavanagh, GFOA; Lorrie Schmalenburg, City of Regina
Britannia B&C

Over the course of this conference, delegates will have heard many examples of the disruption they can expect in the areas of transportation, technology, citizen demands and climate change among others. This panel of practitioners: a consultant and an educator will discuss disruption, evaluate how it will impact municipal finance and make suggestions of what we should do in the short-, medium- and long-term.

9:30-10:00am

CAGFO Annual General Meeting

Noreen Kassam (President & Chair)
Britannia B&C

10:00-10:30am

Networking Break

Trade Show Area

10:30-11:15am

Canadian Economic Update

Jean-François Perrault, Chief Economist at Scotiabank
Britannia B&C

This session is a mainstay of our conference. Each year, one of the country's top economists will analyse the state of the Canadian economy in a world context and outline what we can expect for the coming year. This year we are honoured to host Jean-François Perrault, Chief Economist at Scotiabank.

11:15am-12:00pm

Disruptions Continue Throughout Life

Mobina Jaffer, Canadian Senate
Britannia B&C

Senator Jaffer has experienced many disruptions in her life from an early age. She has risen to the highest echelons of Canadian political life. She has turned adversity into opportunities; but disruptions continue...

12:00pm

Door Prizes & Closing Remarks

THANK YOU TO OUR 2019 SPONSORS



Thank you to the Local Organizing Committee

The success of any conference lies in the ability to form a powerful partnership between the local organizing committee, the board and the staff to produce a memorable event.

The local committee is made up of volunteers who dedicate their time and effort to adding local flavour to the conference events and being the on-site experts. Thanks to the tremendous efforts of Noreen Kassam, Karen Grommada, Jerry Chong, Michelle Hunt, Mabel Leung, Jeff Lovell, Venus Ngan, Colleen Ponzini and Ivy Wong. In addition, there have been volunteers from the City of Richmond, the City of Burnaby and the City of New Westminster.

The Board plays the leadership role in selecting the City, allocating resources and guiding the whole process. Thank you to CAGFO Board Members Noreen Kassam, Kelly Gibson, Karen Grommada, Ed Kaemingh, Gary Kent, Kelly Lemoine, Lorrie Schmalenberg, Lindsay Schneider, Katherine Macdonald, Jason Turnbull, Paul Wills and Penny Bruin.

The staff are instrumental in bringing together speakers, sponsors, the hotel staff and all the details behind the scenes. Thank you to Sam Weller, Susan Broadfoot and Penny Bruin.

*Thank you for joining us in Vancouver
– we hope you enjoy your stay.*

**SEE YOU IN EDMONTON!
SEPTEMBER 16-18, 2020**