Canadian Association of Government Finance Officers

2021 Annual National Conference

Presented by:

CaseWare

DELEGATE PROGRAM

SEPTEMBER 28TH - OCTOBER 1ST, 2021

2021 NATIONAL CONFERENCE: SEPT 28 - OCT 1

REFRESH, RENEW, REFOCUS

Welcome Members to the 2021 CAGFO Annual Conference "Refresh, Renew, Refocus". We are delighted that you are able to attend this year and we hope that you will thoroughly enjoy the programming ahead.

We are confident that the continuing professional development offered will support and enhance your current and future careers. While we miss the opportunities to network and visit together at in-person conferences, we also hope that you will utilize some of the avenues to interact with us September 28 to October 1 inclusive.

As well, we invite you to connect with our sponsors whose financial contribution supports the delivery of this national conference. Our select sponsors and exhibitors all have products and services that will be of interest to government finance officers and teams.

Your feedback is important to us. We ask that you complete the post-conference survey that will be sent to you after closing on October 1st.

Grab a beverage, sit back, relax, participate and enjoy the variety of sessions over the next 4 days.

Sheila McFadyen
Executive Director

Welcome everyone!

On behalf of the Canadian Association of Government Finance Officers it is my distinct pleasure to welcome members, honoured guests, sponsors, exhibitors and presenters to our 2021 conference held virtually from September 28 to October 1, 2021.
The theme for the conference is "Refresh, Renew, Refocus" and the sessions have been put together to help us all continuously move towards excellence in both our personal and professional lives. I'm very excited for this conference, the learning opportunities and the line up of impressive speakers who will not only share their knowledge and opinions with us, but offer the opportunity to dialogue with them during session Q&A periods.

Of the benefits of an event like this is the opportunity to network with colleagues and to share ideas and solutions to common issues so I encourage you to take full advantage of opportunities available to connect with old friends and make new ones as well.
I would also like to invite you to our Annual General Meeting that will be held on Friday, October 1st.

Putting together a successful conference requires the efforts of a team so from myself and the CAGFO BOARD, a sincere thank you to everyone involved.

Enjoy the conference and thank you for supporting CAGFO!

Kelly Lemoine,
President

Automating Municipal & Provincial Reporting from Start to Finish

- Save time and cost by streamlining standard tasks
- Reduce the risk of error with intelligent reporting features
- Maximize performance with reliable, compliant results
- Improve data quality and internal controls with analytics

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CONFERENCE SCHEDULE

Monday September 27th

7:30pm - 8:30pm EST

Join The Toronto Magic Company for an awesome virtual happy hour, packed with laughs, interaction, and mind-blowing magic, plus a twist -- we teach everyone at the show 2 amazing tricks you can do with normal items you have around the house.
Not only is this fun, but it also leaves you with tricks that you will talk about with the rest of the team for WEEKS after the event!

Tuesday, September 28th

11:30am - 11:45am

Conference Welcome & Opening

11:45am - 12:30pm
A Report from the Auditor General of Canada
Karen Hogan, CPA, CA, Auditor General of Canada

12:30pm - 1:15pm Breakout Sessions:

1. Growing an ethical culture: Ethics and Public Service
JJill Inget, Director of Corporate Ethics, BC Public Service Agency

This presentation will explore some of the ethical issues and concerns facing public sector organizations, and how to lead with integrity, provide quality services and manage the bottom line. Jill will touch on these concept broadly and share some of the opportunities and challenges faced by the BC Public Service in building an ethical culture.

2. Priority Based Budgeting to Achieve Growth Management Objectives
Julia Cziraky, Consultant, Hemson
Stefan Krzeczunowicz, Associate Partner, Hemson

With finite resources, many municipalities find balancing the demands of capital asset "state of good repair" objectives with the cost of more strategic objectives, including investing in growth-related infrastructure, a challenge. This session will build on Hemson and the City of Edmonton's 2020 CAGFO session on Edmonton's City Plan Relative Financial Assessment Study.
Following adoption of Edmonton's bold and innovative City Plan, Hemson has been engaged to advise the City on how best to implement the plan, including input into a new Priority Based Budgeting framework to integrate growth management objectives with capital development planning. This session will address the key challenges faced by the City in making investment decisions to support growth management and will discuss municipal best practices, lessons learned, and the key steps towards implementing Priority Based Budgeting for growth management.

1:15pm - 1:30pm Visit [EventMobi] and connect with delegates, partners, and exhibitors

CONFERENCE SCHEDULE

1:30pm - 2:15pm Breakout Sessions:

3. Powerful Financial Analysis – The changing role of Finance
Karine Benzacar, Managing Director, Knowledge Plus Corp. and Professor, Smith School of Business, Queens University

The role of financial professionals is rapidly changing. In today's fast-paced world, financial analysis can mean many things to different people. This workshop will cover the key facets of a financial professional's role and help analysts further their career by providing meaningful information to those around them. It will provide an overview of the key contributions a financial team makes to the organization's overall objectives while identifying how to increase value to internal business partners. It will identify where to focus analysis, whether that analysis involves financial reporting or planning. Finally, it will look at some new and emerging best practices, both in analyzing past results and planning for the future. This seminar is intended for accountants working within organizations rather than public practitioners.

4. Understanding Unconscious Bias: Diversity and Inclusion at Work
Roy Johnson, Founder and Principal, The Neutral Zone Coaching and Consulting, Author

Though most of us don't see ourselves as racist, sexist or discriminatory, research and current media prove that we all have unconscious biases that affect our judgment and behaviours without our own awareness. This dynamic workshop gives participants an opportunity to examine implicit bias, to reflect on their own potential unconscious judgments and to apply skills for managing and overcoming unfair and unhelpful biases. Participants will leave this interactive and dynamic session with practical tools they can use right away for improved communication, decision-making and teamwork.

2:15pm - 2:30pm Visit EventMobi and connect with delegates, partners, and exhibitors

2:30pm - 3:00pm

Transforming Government; the Calgary Experience
Mayor Naheed Nenshi, The City of Calgary

3:00pm - 3:45pm Breakout Sessions:

5. Strategy to Results
James Richardson, MBA, Partner, Consulting Services, Alberta Public Sector Consulting Leader, MNP
Wendy Gnenz, CPA, CA, Partner, Technology Solutions, MNP

Council sets priorities and strategic objectives. Administration is charged with delivering results against those priorities and objectives. This session will present leading practices and tales from the trenches on how municipalities can transform strategy to results with an effective blend of strategy, planning, measurement, reporting and integrated technological tools that will leverage the machinery of municipal government to deliver against priorities and effective citizen service delivery.

6. How to Reduce Risk, Rejuvenate Municipal Buildings, and Meet ESG Goals through Energy Management
Trina Innes, Executive Director of Sustainability Services, AUMA
Kyle Kasawski, Director, Client Development – Energy Management, AUMA

Presentation of Case Studies that show how capital investment lowers operational costs for municipalities. Aging buildings and rising costs of energy create many challenges for municipalities. Many are taking a multi-pronged approach to rejuvenating aging municipal infrastructure, reducing risk, avoiding costs and achieving greenhouse gas reduction targets. The Alberta Urban Municipalities Association provides funding, programs, and services to help municipalities build internal capacity and achieve significant energy savings. After attending this session, you will understand more about AUMA's Energy Management Program and Municipal Climate Change Action Centre, and how to position your organization on the path to savings.
Participants will learn about tools for developing and implementing energy conservation measures within municipalities. Examples will be provided that reveal how capital projects can be funded and financed to reduce operating expenses and greenhouse gas emissions.

3:45pm - 4:00pm Visit EventMobi and connect with delegates, partners, and exhibitors

4:00pm - 4:45pm Breakout Sessions:

7. Budget Forum
Facilitator: Ratan Grewal, CPA, CGA, Assistant Director Budgets & Reporting, City of Burnaby

- Public Engagement on the Budget: Discussion will provide an opportunity to participants to share how their organizations facilitate public engagement on the budget.
- Priority Based Budgeting (PBB): Discussion will provide an opportunity to participants to share their experience with priority based budgeting. Participants may also discuss the benefits of the PBB and also the challenges and complexities of PBB in the public sector environment.
- Other budget issues of common interest.

8. The Municipal Investment Policy Statement
James Hobson, First Vice-President, CFA, Portfolio Manager, Investment Advisor, CIBC Wood Gundy
Charet Chahal, First Vice-President, CFA, Portfolio Manager, Investment Advisor, CIBC Wood Gundy
Nick Poulias, MBA, Investment Advisor, CIBC Wood Gundy

The Investment Policy Statement is the foundation that guides municipal investing. It is essential to develop a well-written policy statement to ensure safety and return maximization for the municipal funds we are entrusted with. We will cover policy creation and key elements, best-practices specifically for municipalities, and review and rebalancing. Finance officers can add significant value to their municipality by setting the framework to ensure a disciplined investment approach and long-term success.

The Hobson Chahal Advisory Group at CIBC Wood Gundy is currently responsible for the professional oversight and investment management for more than 50 municipalities across Canada, manage over $2.6 billion in assets and have co-authored an educational book on institutional investment policy.

Wednesday, September 29th

11:30am - 11:45pm

Opening & Greetings from CPA Canada

Charles-Antoine St. Jean, FCPA, FCA, CPA Canada President & CEO

11:45pm - 12:30pm

PSAB Update

Clyde MacLellan, Chair, Public Sector Accounting Board
Michael Puskaric, Director, Public Sector Accounting Standards, Public Sector Accounting Board

The Annual PSAB update provides up-to-date information to keep members current with recent releases of PSAB and the upcoming proposals. Participates will come away with the knowledge and skills they need to assess new standards and be aware of emerging issues in public sector financial reporting.

12:30pm - 12:45pm Visit EventMobi and connect with delegates, partners, and exhibitors

12:45pm - 1:30pm Breakout Sessions:

9. Digital Transformation in a Post Pandemic World

Paul Martin, Comptroller, Province of New Brunswick
Mitch Mitch Stevenson – Financial Reporting Supervisor
Moderator: Todd Eyolfson, Director of Education, CaseWare

The impact of the pandemic may have long-lasting effects on the workplace: Handshakes, face-to-face meetings and document reviews have now been replaced with virtual interactions and digital transactions. Government organizations have had no choice but to go digital to survive.

As new technologies continue to emerge into the market, government organizations need to understand how to embrace them with the mindset to learn, adapt and shift so they are prepared for the future.

In this panel presentation you will hear from two government finance officers – one Provincial, the other is Municipal – about their successful adoption of technology and some of the pitfalls encountered along the way. They will also share how improving efficiencies has helped them move from a standard audit and accounting roles to a more strategic advisory work.

10. Risk Management, Emerging risks and where to focus in a changing world

Carlie Persson, Partner, Risk Assurance, National Public Sector Assurance Leader, PwC
Owen Taylor, Partner, PwC

Governments are facing ever changing risks and keeping up with this changing risk landscape is easier said than done. PwC's public sector team will share experience and leading practice in risk management working closely with Canadian governments to bring you insights in emerging risks and where and how to focus on risk to help achieve your organizations objectives.

CONFERENCE SCHEDULE

1:30pm - 1:45pm   Visit EventMobi and connect with delegates, partners, and exhibitors

1:45pm - 2:30pm   Breakout Sessions:

11. PSAB's Draft 2022 – 2027 Strategic Plan
Michael Puskaric, Director, Public Sector Accounting Standards, Public Sector Accounting Board
Lauren Pennycook, CPA, CA, Principal, Public Sector Accounting Board (PSAB)

PSAB will present key elements of PSAB's Draft 2022 – 2027 Strategic Plan Consultation Paper and will engage with members for Q&A and feedback.

12. Leading Practices for Modern Comptrollership
Jason Brisbane, MBA, Senior Finance Transformation Specialist, BlackLine

Sharhonda Rush, Senior Strategic Innovation Manager, BlackLine

A wave of stimulus funding requires strong budgeting, improved transparency, and a real-time view into spending throughout the fiscal year. Moreover, rising fraud risk requires accounting teams to identify every variance, exception, and detail in an environment of increased audit scrutiny.
With traditional manual close processes, many accounting departments struggle to understand where they are with substantiated balances or how they are performing against budget. With already-stretched teams expected to do even more, it's more important than ever to modernize accounting so your teams can focus on what matters the most.
In this session, we'll cover:

- 5 strategies to cut manual effort by more than 50%
- The latest accounting technology innovations and process transformation strategies
- How one local government tackled accounting modernization

2:30pm - 2:45pm   Visit EventMobi and connect with delegates, partners, and exhibitors

2:45pm - 3:30pm   Breakout Sessions:

13. Navigating Difficult Conversations… Counter-Intuitive Strategies for Dealing with Challenging Situations
Sue Wazny, MSc, Dip.Rc.Leadership, CCR, Director, Senior Consultant, The Neutral Zone Coaching and Consulting

You know those difficult, awkward conversations, where you needed to tell someone something they really didn't want to hear? Or, those conversations where someone came at you and caught you off-guard? Or you had opposing opinions? We usually deal with these situations in one of two ways... Either we want to run away, or we come in guns-a-blazin'.   Usually, neither of these choices works long term. There is a third, much more effective way. This presentation will give you completely counter-intuitive strategies for successfully managing difficult situations.

CONFERENCE SCHEDULE

14. International Public Sector Accounting Standard Board Overview and Activity Update
Ian Carruthers, Chair, IPSASB
Thaksa Sethukavalan, MFin, CPA, CA, Principal, Public Sector Accounting Board

The session will provide an overview of the IPSASB, its strategy, key projects on its work program, and relate these to the Canadian context.

3:30pm - 3:45pm Visit EventMobi and connect with delegates, partners, and exhibitors

3:45pm - 4:30pm Breakout Sessions:

15. PSA Forum
Facilitator: Lorrie Schmallenberg, Manager, Public Accounting & Reporting, City of Regina

The PSA forum is an opportunity to discuss issues related to the Public Sector Accounting Standards that are either upcoming or out for comment. After the conference, attendees are invited to continue the dialogue during the CAGFO monthly forums on these or other topics of interest to members. Particular focus at this forum during the conference will be the Employee Benefits exposure draft and the draft Strategic Plan.

16. Modernizing the Finance Department - Reconciliations, Robots & You
Jamie Black, President, F.H. Black & Company Incorporated
Darryl Parker, Manager of RPA and Accounting Automation Services, F.H. Black & Company Incorporated

The finance department of the future must do more with less, and do it faster. Examining and enhancing tools and processes to facilitate transformation is critical. In this session we will illustrate an approach to this process using one of the finance officer's most dreaded tasks – the reconciliation. Reconciliations are a standard part of every finance department. We dread having to complete them, and sometimes try to avoid them, but understand their essential value. What if we told you, you would never have to do them again? Don't believe me? Come see how you can make it happen. This presentation will expose delegates to opportunities available to finance departments of all sizes today to save time, eliminate frustration and boredom while strengthening internal controls.

Thursday, September 30th
National Day for Truth and Reconciliation

CONFERENCE SCHEDULE

11:30am - 11:45pm
Opening & Conference Welcome
Dr. Cynthia Wesley-Esquimaux

In acknowledgement and to honor of National Day for Truth and Reconciliation, we welcome opening day comments from Dr. Cynthia Wesley-Esquimaux.

11:45pm - 12:30pm
An Economic Outlook
Matthieu Arseneau, Deputy Chief Economist, Managing Director Economy & Strategy Group, National Bank Financial Markets

12:30pm - 12:45pm Visit EventMobi and connect with delegates, partners, and exhibitors

12:45pm - 1:30pm Breakout Sessions:

17. Financial Modeling Best Practices: 10 tips to build a world-class model (12:45 - 2:15)
Ian Schnoor, Principal and Founder, The Marquee Group

Financial Modeling is a discipline. A good model needs to tell a story and create confidence for the users and decision makers. Unfortunately, many financial models are a mess. Financial modelers are often self-taught and left to figure things out on their own, often wondering if "there's a better way".
In this live webinar, Ian Schnoor will review a better way. During the session, he will present and discuss some critical tools and skills required to build a best-in-class financial model that inspires confidence and leads to optimal decision making.

18. Managing Cyber Risk in A Rapidly Evolving Threat Environment
Imraan Bashir, Partner, Cyber Security, National Public Sector Cyber Leader, KPMG LLP

The increased focus on digital transformation, coupled with the rapid evolution of technology, has made cyber security even more of a key strategic priority for business. However, in an era where "digital" is synonymous with words like agility, adaptability and speed, traditional risk-averse approaches to cyber security are no longer acceptable. This session will focus on:

- Identifying trends in the current cyber threat environment
- Describing how cyber security risk management practices need to evolve to enable successful digital transformation
- Highlighting some key areas where organizations can focus in order to succeed

1:30pm - 1:45pm Visit EventMobi and connect with delegates, partners, and exhibitors

1:45pm - 2:30pm Breakout Sessions:

19. Financial Modeling Best Practices: 10 tips to build a world-class model (cont'd)
Ian Schnoor, Principal and Founder, The Marquee Group

Financial Modeling is a discipline. A good model needs to tell a story and create confidence for the users and decision makers. Unfortunately, many financial models are a mess. Financial modelers are often self-taught and left to figure things out on their own, often wondering if "there's a better way". In this live webinar, Ian Schnoor will review a better way. During the session, he will present and discuss some critical tools and skills required to build a best-in-class financial model that inspires confidence and leads to optimal decision making.

20. Transforming Public Procurement Post-COVID-19
Alex Metcalfe, Head of Public Sector, ACCA

The COVID-19 pandemic brought public procurement to the foreground of public scrutiny. Governments worldwide were forced to procure at speed and often without the necessary safeguards, resulting in large-scale purchasing lacking transparency, competitiveness and cost-efficiency. As we look to the future and refocus – can public procurement help governments tackle the health and economic impacts of COVID -19, while also working towards broader social and environmental goals?
Join Alex Metcalfe, Head of Public Sector, ACCA, as he examines the lessons from the COVID-19 procurement crisis and provides actionable next steps and best practices to design transparent, fair, and efficient public procurement systems. Drawing on ACCA's global research, key recommendations will be provided on the following issues:

- Eliminating bribery and corruption
- Improving the buyer-supplier relationship and promoting competition
- Modernizing and refocusing procurement to meet the challenges of a post- COVID-19 world
- Public procurement as a tool in the COVID-19 recovery
- Alex will also explore how public procurement can also be used as a tool in achieving critical social and environmental goals, linked to the UN Sustainable Development Goals.

CONFERENCE SCHEDULE

2:30pm - 2:45pm Visit EventMobi and connect with delegates, partners, and exhibitors

2:45pm - 3:30pm Breakout Sessions:

21. Costs are Up, Costs are Down, and COPE Data is Key: Managing Property Valuation and Data Issues in Today's Economy
Anand Trivedi, ASA, MRICS, Director, Duff & Phelps, a Kroll company (Toronto)

- Property Valuation – Why?
- Initial Diagnostic Review of Property Values
- Property Valuation Benchmarking Resources and Cost Trends
- Trending Fixed Asset Records
- Valuation Solutions
- Insurance Appraisal Services – Buildings
- Insurance Appraisal Services – Contents / Personal Property
- In Addition to Insurance Appraisals (COPE data)
- Summary Points and Questions

CONFERENCE SCHEDULE

22. Duty to Accommodate
Thomas V. Duke, Partner, Miller Thomson LLP

One of the most challenging tasks for employers in the modern workplace is the Duty to Accommodate. Employers both big and small are forced to deal with a variety of complex issues and obligations. This includes employees with permanent or temporary disabilities, as well as employees with family care needs. In many cases, the information provided by treating doctors leaves more questions than answers for employers who need to adequately staff their businesses. Tom Duke regularly advises employers on these issues. He will outline the obligations of the employer and how organizations can establish plans to obtain the information necessary to manage the employment relationship.

3:30pm - 3:45pm Visit EventMobi and connect with delegates, partners, and exhibitors

3:45pm - 4:30pm Breakout Sessions:

23. Work-Life Balance, Blend, or Blur: Using brain science to work smarter and thrive
Diana Vissers, BA, MA (Disability Management), CVRP(D), Founder Work to Wellness- Workplace Mental Health Consultant

Prior to the pandemic, the World Health Organization identified work related burnout to be an international problem. Between 2019 and 2021, there has been unprecedented change to how we work including a dramatic increase in video conferencing and the blurring of work/non work lives. This interactive presentation explores how our brains and bodies respond to these changes. Participants will apply the findings of three key research projects and learn to use brain science to work smarter. This workshop is designed to engage participants through active learning encouraging participation and questions.
What will you learn?

- Why work-life balance may not be possible
- Explore technology's impact on your work-life balance
- Apply the neuro-science of stress to your situation through self-assessment of your current strategies
- How your communication platform and work-day structure impacts your brain health
- Learn more than 10 actions you can take to improve your work-life balance, avoid burnout, and thrive in today's work context

24. Police Finance Forum
Earl Warwick, CPA, CMA, CTAJ, Director of Finance and Asset Management, Saskatoon Police Service
Tara Holowka, BCom, Manager of Finance, Comptroller, Winnipeg Police Service
Nancy Eng, CPA, CA, BCom, Senior Director, Financial Services, Vancouver Police Department

The Police Finance forum will provide an opportunity in a Q&A format for participants to discuss and share experiences on budget/fiscal challenges that Police services across the nation are facing. Some of the topics may include NG911, Body Worn cameras and funding/ budget sustainability.

Friday, October 1st

11:15am - 12:00pm
CAGFO Annual General Meeting

CONFERENCE SCHEDULE

12:00pm - 12:45pm

Finance Officers, Big Thinking and Fitting In

Leroy Little Bear

In our present world, we are all comfortable within our specialties. Seldom are we called upon to think "Outside the Finance Box". We like to think of our science as "Exact and Objective" and a base from which we can make predictions. But when we look and examine the Foundational Base from which we operate, things can look very different.
The Truth and Reconciliation Commission's Report gave us an opportunity to Stop and Reflect. Now, COVID-19 is giving us another chance to Stop and Reflect. If we, in good faith, Stopped and Reflected on our science and methodology, will things be the same?

12:45 - 1:00pm Visit EventMobi and connect with delegates, partners, and exhibitors

1:00pm - 1:45pm Breakout Sessions:

25. Sustainable Funding Model Development & Optimal Asset Replacement

Jude Pillainayagam, MBA, P. Eng., MIAM, ISP, City of Coquitlam

Sustainably funding asset replacements falls in the hands of accountants. How to meet asset managers' replacement demands with an affordable plan to finance is not easy unless planned well and with a long-term perspective.
The reality is very few municipalities have addressed this challenge as an effective long-term strategy. The City of Coquitlam has received an award from UBCM for developing its Sustainable Financial Model. This presentation discusses the key features and elements of the model.
The presentation will also discuss:

- The assumptions behind the model and why they are defendable;
- How the model helps communicate to the Council the asset management long-term funding needs; and
- How asset replacement demands are translated into the model

26. Things That Go Bump in The Night: Major Issues and Future Challenges in Canadian Local Government

Todd Pugh, Executive Director, CivicInfo BC & Instructor, School of Public Administration, Capilano University

What keeps your CAO awake at night, in a way that five Red Bulls can't match? What terrifies your local elected officials? And aside from a possible addiction to Tim Horton's coffee, what do local government professionals have in common from coast to coast to coast? Todd Pugh has unique perspectives. Join him for an engaging session where we'll explore the issues at the root of these questions and drawing from new research we'll discuss the significant challenges our communities are likely to face in the coming years.

1:45pm - 2:00pm Visit EventMobi and connect with delegates, partners, and exhibitors

2:00pm - 2:45pm Breakout Sessions:

27. Career Conversations: Retaining & Engaging your Employees

Joanne Loberg, BA, CMP, CEC, Career Strategist / Certified Executive Coach

CONFERENCE SCHEDULE

Fortune Magazine reports that career conversations are a critical retention strategy and succession planning activity. In response, pro-active companies are placing employee career development at the top of their priority list.
Joanne Loberg, Career Strategist & Certified Executive Coach of JL Careers, brings over 20 years' experience leading career planning conversations and coaching managers so they can conduct meaningful career conversations with their employees.
In this session, managers will learn how to engage in career conversations and access strategies to help employees identify their career goals and aspirations, explore career advancement barriers, develop strategies to close the gap between their current performance and their goals and to build a career action plan to support their success.

28. Working with Municipal Councils and Elected Officials
Jason Haughn, Advisor, Municipal Affairs, Nova Scotia
Nick Barr, Director, Municipal Affairs, Nova Scotia
Marilynn Hay, Advisor, Municipal Affairs, Nova Scotia
Ross MacDonald, Advisor, Municipal Affairs, Nova Scotia

The roles of elected officials and professional bureaucrats can seem worlds apart. However, when these two groups work effectively together in support of shared goals, it's a powerful dynamic which has the potential to multiply value for citizens. This nexus of decision-making is rarely clear-cut in practice, and at times may seem vague and confusing to non-elected officials. By understanding the varied motivational factors which may drive elected officials, and the unique lens through which they approach decision-making, professional bureaucrats can better support these decision-makers. In this session the team from Governance and Advisory within the Nova Scotia Department of Municipal Affairs share their experiences of working with elected officials at the municipal level, whether it's as a full council or on an individual basis.

2:45pm - 3:00pm Visit EventMobi and connect with delegates, partners, and exhibitors

3:00pm -3:45pm Breakout Sessions:

29. Addressing Housing Affordability
Catherine Parsons, Planner, City Planning Strategies, City of Mississauga

Housing is becoming increasingly unaffordable in communities across Canada. Even when all levels of government take a role in addressing affordability, it can be very challenging to influence the housing market through land use planning and financial tools and achieve objectives in a coordinated fashion. This session will explore affordable housing issues in the GTHA and provide an overview of how Mississauga is proposing a multi-pronged approach to improve affordability through the Making Room for the Middle Housing Strategy.

30. Asset Management Forum
Jude Pillainayagam, MBA, P. Eng., MIAM, ISP, City of Coquitlam

This will be an asset management forum discussing the current status of asset management practices and the involvement of accountants in asset management. Also to be discussed is the asset management training needs of accountants, the various training opportunities and funding available and their suitability. A staff member from the Federation of Canadian Municipalities (FCM) will join to present the available training opportunities through FCM programs which various FCM programs accountants can make use of to access grants in developing systems and tools.

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Presenting Sponsor

CaseWare's audit and reporting solution enables full automation of audit preparation, financial statement preparation, analytics, and financial reporting. It specializes in all forms of municipal reporting including PSAB, Budget Book, and Provincial Controller's Report. Customers use our solution to analyze and mitigate risks, and to ensure consistency and accuracy within all reporting.

For more information contact: government.solutions@caseware.com or the company website.

Gold Sponsors

Public sector leaders are challenged daily to ensure operations run effectively and efficiently, whether at a municipal, provincial, or national level. We are committed to supporting you with innovative, transformative approaches so you can meet the evolving needs of your citizens.

At MNP, we're embedded in communities from coast to coast. We appreciate the differences from one town to the next, and we know the questions to ask so you get solutions that work. Our local offices are backed by a team from across Canada, allowing you to access a network of expertise through an advisor who really gets your situation.

As part of a global network of over 276,000 people in 157 countries, we help organizations and individuals create the impact they're looking for, by delivering the best of our collective thinking, experience and solutions to build public trust and enhance value for our people, clients and communities.

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ACCA (the Association of Chartered Certified Accountants) is the global body for finance professionals.
We're a thriving global community of 233,000 members and 536,000 future members based in 178 countries and regions, who work across a wide range of sectors and industries. We uphold the highest professional and ethical values.
We offer everyone everywhere the opportunity to experience a rewarding career in accountancy, finance and management. Our qualifications and learning opportunities develop strategic business leaders, forward-thinking professionals with the financial, business and digital expertise essential for the creation of sustainable organizations and flourishing societies.
Since 1904, being a force for public good has been embedded in our purpose. We believe that accountancy is a cornerstone profession of society and is vital in helping economies, organizations and individuals to grow and prosper. It does this by creating robust trusted financial and business management, combating corruption, ensuring organizations are managed ethically, driving sustainability, and providing rewarding career opportunities.
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Companies come to BlackLine (Nasdaq: BL) because their traditional manual accounting processes are not sustainable. BlackLine's cloud-based solutions and market-leading customer service help companies move to modern accounting by unifying their data and processes, automating repetitive work, and driving accountability through visibility. BlackLine provides solutions to manage and automate financial close, accounts receivable and intercompany accounting processes, helping large enterprises and midsize companies across all industries do accounting work better, faster and with more control.
Nearly 3,500 customers trust BlackLine to help them close faster with complete and accurate results. The company is the pioneer of the cloud financial close market and recognized as the leader by customers at leading end-user review sites including Gartner Peer Insights, G2 and TrustRadius. Based in Los Angeles, BlackLine also has regional headquarters in London, Singapore and Sydney. For more information, please visit blackline.com.

Our team's history working with Canadian institutions dates back to 1983.
We currently manage accounts for numerous institutions, including: municipalities, cities, towns, insurance reciprocals, school divisions, foundations, charities, health care organizations, and government bodies. Now in our thirty-eighth year of operation, we are responsible for the professional oversight and management of over 80 institutional accounts and manage approximately $2.6 billion in combined assets.
We pride ourselves on providing an unparalleled level of service to our institutional clients. Unlike many other wealth management advisors who place their clients into a 'one-size-fits-all' pooled fund, we take the time to discover the unique objectives and goals of each institutional client, and build customized portfolios to meet their specific financial needs.
We are uniquely positioned to apply our experience and resources to help your institution achieve its investment goals.
For more information on how we can meet your institution's financial needs, please visit our website at www.hobsonchahal.com or phone us at 1 800 665-MUNI (6864).

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For 25 years, F.H. Black & Company Incorporated has worked with government finance and budget departments to improve business processes by crushing waste & eliminating inefficiencies through the selection, implementation, and support of technology.

Since 1983, Hemson Consulting has provided expert advice in the areas of municipal finance, planning policy, demographic and economic forecasting, land needs assessment, real estate advisory and transportation impact analysis. Located in Toronto, the firm's consulting team includes land economists, finance and management professionals, urban and regional planners and real estate specialists. Hemson has successfully completed high-profile and complex projects for large urban and rural municipalities throughout British Columbia, Alberta, Saskatchewan, Ontario, and the Maritimes. The firm's reputation is founded on its commitment to providing balanced, objective and thoroughly researched advice.

PaySimply, powered by Payment Source, provides governments a no cost, no effort solution for accepting convenient payment methods for city taxes and services. Citizens can now use a credit card, Interac e-Transfer, PayPal or Alipay to pay online, or make in-person payments with cash or debit card at any one of 6,000 Canada Post outlets. Contact us to learn how you can start accepting credit cards and other convenient payment methods at no cost today: paysimplyinfo@paymentsource.ca

Bronze Sponsors

The AUMA acts as one voice in advocating municipal interests to all orders of government as well as with business and community associations, and other stakeholders. We develop educational resources and initiatives in response to the problems, challenges and opportunities that are impacting our members.

Through our wholly-owned subsidiary, AMSC, we have created business services specifically designed to meet the needs of municipalities including: property and casualty insurance, pension plans and savings programs, employee benefit services, utilities including electricity and natural gas, short-term investment options, and a purchasing program.

Our three key services – policy and advocacy, programs and education, and business services – are driven by member need and powered by member input.

The Chartered Professional Accountants of Manitoba (CPA Manitoba) is a regulatory body that represents more than 9,000 members, candidates and students. CPA Manitoba protects the public interest through rigorous educational and certification programs and ensures its members uphold the highest professional and ethics standards.

OUR SPONSORS

Bronze Sponsors

CPA Canada is one of the largest national accounting bodies in the world. We represent 217,000 CPAs and are dedicated to building a strong accounting profession at home and abroad. As a respected voice in business, government and the not-for-profit sector, CPA Canada champions sustainable economic growth and social development. We also exist to act in the public interest and are passionate about delivering cutting-edge thought leadership and educational programs to our members.

KPMG in Canada's local team of trusted advisors bring a creative and innovative approach to problem solving that reflects our keen understanding of the government and public sector operating environment and combines our practical, hands-on local experience with insights from our global practice.
Our insights into current trends as well as future challenges – be they disruptions, opportunities, or innovation – can help you to navigate this new reality, to invest in your future and embrace new ways of thinking and doing. To restructure and reshape, for the better.

Lidstone & Company is a municipal law firm with offices in Alberta and British Columbia and lawyers licenced across Canada. Our lawyers have specialized knowledge, altogether having over 250 years of experience in areas such as governance, finance, taxation, labour, risk, insurance, bylaws, and litigation. Our proactive, preventative approach reduces risk, and we are known for problem solving. We do not have conflicts (Lidstone & Company does not act for developers, realtors, banks, interest groups, etc.). Our lawyers have exceptional academic and professional credentials. We have precedents for all subject matters, and extraordinary library and research facilities. Web site: www.lidstone.info

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Questica is the recognized leader in budget preparation software. Our goal is to make public sector finance better for everyone. Hundreds of local governments including airports and other transportation customers throughout North America have eliminated spreadsheets, opting for smarter planning, budgeting, management, and sharing with our solutions. We integrate seamlessly with your existing Financial and/or Human Resources (HR) systems.

Stop using spreadsheets and streamline the budgeting process. Questica Budget is fully featured, multi-user web-based operating, salary and capital budgeting and performance measurement tool. Questica Performance captures key performance measures and provides dynamic analytic tools to evaluate and improve the effectiveness and efficiency of programs and services.

Questica OpenBook is a transparency and data visualization tool that enables organizations to share and communicate their financials and other data, when and where they need to.

OUR SPONSORS

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At TD Commercial Banking, we are committed to helping you move your business forward. Our dedicated and local relationship teams take the time to understand your business and industry, so we can provide advice and banking solutions that can help you achieve your business goals and anticipate your evolving banking needs.

Exhibitors

KUBRA provides customer experience management solutions to some of the largest government entities across North America. Our portfolio includes billing and payments, mapping, mobile apps, proactive communications, and artificial intelligence solutions for customers. With more than one billion customer experiences annually, KUBRA services reach over 40% of households in the U.S. and Canada.

KUBRA Government Solutions improve the effectiveness of interactions with the public by providing communication and payment tools that support both online and offline channels, meeting a variety of needs and expectations.

For almost 20 years, PSD Citywide's mission has been to empower government organizations to turn complex infrastructure and financial decisions into simple steps forward.

Headquartered in London, ON—with additional offices in Toronto, ON and Victoria, BC—PSD Citywide works closely with local governments of all shapes and sizes. Our diverse client base is managed and administered by our staff of 100+ finance, engineering, and municipal practitioners along with an in-house software development team.

Our Citywide Budgeting software and financial consulting services are used by hundreds of organizations across North America. With leading technology and years of experience in public sector finance at the ready, our clients have the confidence to move their cities forward.

Duff & Phelps, A Kroll Business, helps clients make confident decisions in the areas of valuation, real estate, taxation and transfer pricing, disputes, M&A advisory and other corporate transactions. Duff & Phelps acquired Kroll in 2018 and is in the process of rebranding as Kroll by the end of 2021. We are an independent advisory firm with nearly 5,000 professionals in 30 countries and territories around the world.

We are also the world's leading provider of property insurance appraisal services, completing over 30,000 inspections & appraisals annually. We serve all private and public sector clients and employ one of the world's largest teams of building and equipment valuation specialists. Our professionals work closely with clients to provide structured property insurance appraisal programs that satisfy specific needs.

Our sharp analytical skills, paired with the latest technology, allow us to give our clients clarity—not just answers—in all areas of business.

For more information, please contact Anand Trivedi at Anand.Trivedi@duffandphelps.com

PLENARY SPEAKER BIOS

Karen Hogan, CPA, CA, Auditor General of Canada

The Auditor General of Canada is an Officer of Parliament appointed for a non-renewable 10 year term upon resolution of the House of Commons and Senate. The Auditor General's responsibilities include:

- auditing operations of the federal and territorial governments;
- providing Parliament and the legislative assemblies with independent information, assurance, and advice regarding the stewardship of public funds.

Karen Hogan was appointed Auditor General of Canada in June 2020.

Karen Hogan holds a bachelor's degree and graduate diploma in accounting from Concordia University in Montréal. Fully bilingual, she is a member of the Ordre des comptables professionnels agréés du Québec and the Chartered Professional Accountants of Ontario. She has over 25 years of professional experience in accounting and auditing.

Ms. Hogan began her career in the private sector, working first as an auditor at a Montréal-based accounting firm and then as a manager at another private firm in Thunder Bay and Ottawa. She joined the Office of the Auditor General of Canada in 2006 and has served as Assistant Auditor General since January 2019.

During her time at the Office of the Auditor General, Ms. Hogan has helped shape organizational change and strategic direction. Her work has included leading the audit of the consolidated financial statements of the Government of Canada and contributing to the delivery of a new report to help Parliamentarians and Canadians understand complex financial matters and the importance of financial audits for Canada. Ms. Hogan also contributed to the development and delivery of a new talent management strategy for the Office. She supports standard setting in Canada as a member of the Public Sector Accounting Discussion Group.

Outside of work, in addition to spending time with her husband and two children, Ms. Hogan is also actively involved in her community, serves on the board of directors of a not-for-profit organization, and supports competitive swimming as a certified swim official.

Matthieu Arseneau

Matthieu Arseneau joined National Bank of Canada in 2005 and has been a member of the Economy and Strategy Group since 2009. His responsibilities include writing analyses of trends in the North American economy and contributing to the development of forecasting scenarios. He is currently on the Board of Directors of the CIRANO. Before joining the Economy and Strategy team, Mr. Arseneau worked in risk management at National Bank Financial Group, where his responsibilities included analysis of a range of Canadian industries and development of quantitative tools for risk modelling. He previously worked at the Research Chair in Taxation and Public Finance at the Université de Sherbrooke, gaining expertise in areas including the impact of demographic change on the economy and public finances. Mr. Arseneau holds a bachelor's degree in political science from the Université de Montréal and a master's degree in economics from the Université du Québec à Montréal.

Michael Puskaric

Michael is the Director, Public Sector Accounting Standards for the Public Sector Accounting Board. His role is to be the champion for improving public sector accounting practices across Canada by sharing knowledge, encouraging collaboration and leading the development of standards. Michael has a broad base of experience based on 20 years working in public, private and not-for-profit sector organizations.

His is a member of the special advisory committee to the Auditor General of Canada that provides advise and consultation on financial accounting and auditing matters. Michael is a Chartered Professional Accountant holds a Master of Business Administration degree from the Schulich School of Business at York University in Toronto Canada.

PLENARY SPEAKER BIOS

CLYDE MACLELLAN

Clyde MacLellan was appointed as an Assistant Auditor General of Canada in 2008. He was responsible for the Office's audit work related to federal Crown corporations and other similar quasi-independent federal entities. This also included responsibility for the international audit work of the Office of the Auditor General which currently includes the International Criminal Police Organization (INTERPOL) and representing the Office of the Auditor General of Canada at the United Nations Panel of External Auditors and its technical working group. Before joining the Office of the Auditor General of Canada in 1991, Clyde was a lecturer of accounting and auditing courses in the undergraduate faculty of Commerce at Saint-Mary's University, Halifax, Nova Scotia, Canada. He also provided audit, accounting, tax, and business advisory services at Deloitte & Touche in Halifax.

Clyde has contributed to the work of many task forces, including segmented reporting, indicators of financial condition and concepts underlying financial performance. He has also served the accounting and auditing profession internationally. Clyde has a Bachelor of Business Administration degree from Acadia University (Nova Scotia).

DR. CYNTHIA WESLEY-ESQUIMAUX

Dr. Cynthia Wesley-Esquimaux served as Vice Provost for Indigenous Initiatives at Lakehead University for three years. Effective September 2016 she was appointed as the 1st Indigenous Chair for Truth and Reconciliation in Canada for Lakehead University and continues to develop pathways forward to reconciliation across Canada.

Cynthia was the inaugural Nexen Chair for Indigenous Leadership at the Banff Centre for Arts and Creativity and remains a faculty member in the Indigenous Learning program. She is the Chair of the Teach for Canada non-profit which recruits teachers for remote First Nation schools. Cynthia was inducted as a "Honourary Witness" by the Truth and Reconciliation Commission of Canada in 2014 and is the Chair of the Governing Circle for the National Centre for Truth and Reconciliation at the University of Manitoba.

She is a member and resident of the Chippewa of Georgina Island First Nation in Ontario and has dedicated her life to building bridges of understanding. She sees endless merit in bringing people from diverse cultures, ages, and backgrounds together to engage in practical dialogue and applied research initiatives. She is deeply committed to public education and active youth engagement from all cultures and backgrounds. She co-founded a youth project out of the University of Toronto, the University of Saskatchewan and Lakehead University. More information on the Canadian Roots Exchange (CRE) can be found at: www.canadianroots.ca.

MAYOR NAHEED NENSHI

Naheed Nenshi, A'paistootsiipsii, was sworn in as Calgary's 36th mayor on October 25, 2010 and was re-elected in 2013 and 2017.

Prior to being elected, Mayor Nenshi was with McKinsey and Company, later forming his own business to help public, private and non-profit organizations grow. He designed policy for the Government of Alberta, helped create a Canadian strategy for The Gap, Banana Republic and Old Navy, and worked with the United Nations to determine how business can help the poorest people on the planet. He then entered academia, where he was Canada's first tenured professor in the field of nonprofit management, at Mount Royal University's Bissett School of Business.

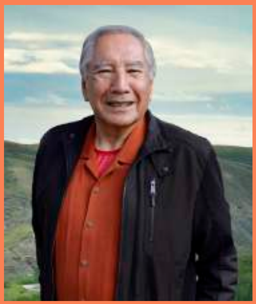
For his work, Mayor Nenshi was named a Young Global Leader of the World Economic Forum, was awarded the President's Award from the Canadian Institute of Planners, and received the Humanitarian Award from the Canadian Psychological

Association for his contributions to community mental health. In 2013, after his stewardship of the community during devastating flooding, Maclean's magazine called him the second-most influential person in Canada, after the Prime Minister. He was also awarded the 2014 World Mayor Prize by the UK-based City Mayor's Foundation as the best mayor in the world.

In 2014, he was also honoured by Elder Pete Standing Alone with the Blackfoot name A'paistootsiipsii, which means "Clan Leader" or "He who moves camp and the others follow". In 2016, Elder Bruce Starlight of the Tsuu T'ina First Nation honoured him with the name Iitiya: "Always Ready".

Mayor Nenshi holds a Bachelor of Commerce (with distinction) from the University of Calgary, where he was President of the Students' Union, and a Master in Public Policy from the John F. Kennedy School of Government at Harvard University, where he studied as a Kennedy Fellow.

LEROY LITTLE BEAR



Leroy Little Bear's lifetime of accomplishment includes some of the most important political achievements for Indigenous peoples in Canada and around the world. His dedication to education, leadership, community-building and advocacy has led to a United Nations declaration, changed the Constitution of Canada and influenced the lives of thousands of students.

Leroy's story begins on the Blood Indian Reserve (Kainai First Nation) in Southern Alberta. Growing up as one of seven siblings, his childhood was spent working on farms and participating in local cultural activities, such as Sun Dances and Pow Wows.

At age 10, Leroy attended school for the first time, at the on-reserve residential school. Despite an early love of learning, Leroy soon became aware of the colonialization aspects of his schooling. This experience influenced the educational path he would follow later in his life.

During Leroy's undergraduate education at the University of Lethbridge, he formed a relationship with the university's President, Sam Smith. Smith wanted to reach out to the large Indigenous population in the Lethbridge area and asked Leroy how the university could engage the community. Leroy responded: "Why don't you go and ask them?" From this conversation came a project that would employ Leroy as he completed his undergraduate degree in Lethbridge and at the University of New Mexico. His outreach with local Indigenous communities would lay the foundation for the creation of the university's Native American Studies program, one of the first of its kind in Canada. Meanwhile, Leroy continued his education, attending law school at the University of Utah. In his last year of law school, the Dean of the University of Lethbridge reached out and asked him if he would like to run the newly created Native American Studies program.

Leroy's decision to return to Lethbridge would help define the rest of his career. As a professor, he developed courses in Native law, philosophy, history, political and social issues, health, arts and language. Through these programs, Leroy would inspire thousands of students, both Indigenous and non-Indigenous. Today, generations of graduates of the Native American Studies program can be found influencing future generations, as on-reserve teachers and principals, or leading similar Native American Studies programs at the University of Calgary, Bow Valley College and SAIT. Leroy was also the founding director of the inter-faculty Native American Program at Harvard University, where he taught briefly before returning to Lethbridge.

Leroy's legal background and prominence in Indigenous advocacy has led to a series of important contributions to Canadian and international law.

Leroy was an integral member of the legal team advising the National Indian Brotherhood on the transfer of Canada's founding legislation, the British North America Act, from British to Canadian authority. He went on to act as legal advisor at subsequent constitutional conferences on Indigenous matters. His team's negotiations resulted in the Constitution of Canada's Section 35, which recognizes and enshrines Indigenous rights. This case resulted in Leroy Little Bear becoming the first Indigenous person cited in Canada's Supreme Court.

As a member of the Task Force on the Criminal Justice System and as part of the legal team advising the National Indian

Brotherhood on Indigenous legal matters, he has spent years working to improve the administration of justice for, and its impact on, the Indian and Métis Peoples of Alberta. Leroy has also been directly involved in strategic planning and consulting on Treaties 6, 7 and 8, and he drafted the declaration re-establishing the Blackfoot Confederacy and the constitutional framework for Blood Tribe governance, the Kainaisini.

Beyond Canada's borders, Leroy played a central role in the first international Indigenous treaty in more than 150 years. The Buffalo: A Treaty Cooperation, Renewal and Restoration of 2014 formalized a commitment to restore the buffalo and to maintain associated indigenous cultural traditions. The buffalo is an important part of Leroy's Blood Tribe heritage, and his advocacy has led to international cooperation regarding its future in Canada and the United States. Little Bear was awarded the prestigious National Aboriginal Achievement Award for Education, the highest honour bestowed by Canada's First Nations community.

One of Leroy's most significant and enduring legacies is his work with the United Nations, where he helped to establish a working group on Indigenous populations. It was this working group that originated the concept and initial draft of the United Nations Declaration on the Rights of Indigenous Peoples. This declaration has since been ratified by 144 member states of the UN, and is being implemented by the Government of Alberta.

Leroy Little Bear's influence on Alberta, Canada and the world continues. He is still teaching courses in law, Native philosophy and economic development at the University of Lethbridge and remains the Senior Advisor to the Office of the President on Aboriginal Initiatives. He is actively involved in the university's response to the Truth and Reconciliation Commission and continues to advocate for the return of the buffalo to southern Alberta.

Leroy has also remained dedicated to helping improve communities in and around Lethbridge. The legacy of this outreach includes the establishment of the Blood Tribe's police department and the founding of the Lethbridge Indian Friendship Centre (now the Sik-Ooh-Kotoki Friendship Society). Recently, he helped to facilitate a Memorandum of Understanding between the Blood Tribe and the University of Lethbridge on economic development. Leroy also sits on the board of governors of the Banff Centre for Arts and Creativity.

Leroy's many outstanding contributions have been celebrated over the years. He received an Honourary Doctor of Arts and Science degree from the University of Lethbridge, an Honourary Doctor of Laws degree from the University of Northern British Columbia, was recognized as an Eminent Scholar (Honourary) by the Blood Reserve and received an Urban Aboriginal Lifetime Achievement Award from the Aboriginal Council of Lethbridge. The University of Lethbridge First Nations, Métis and Inuit Gathering Place was named Iikaisskini, meaning "low horn" in honour of Leroy Little Bear.

Little Bear was inducted into the Alberta Order Excellence and the Order of Canada in 2016 and 2019, respectively.

Through decades of teaching and community outreach, Leroy has influenced thousands of students and countless members of the local and international Indigenous community. His contributions to advancing human rights have improved the status of Indigenous peoples in Canada and around the world. In his life's work, stretching from a residential school on the Blood Indian Reserve to his position of great influence in international human rights, Leroy Little Bear has given Albertans and people around the world a shining example of scholarship, leadership, collaboration and advocacy.

Dr Little Bear is the co-author of several books on self-government and Aboriginal rights, including Pathways to Self Determination, Quest For Justice, and Governments in Conflict. His credits also include a variety of influential articles such as, 'A concept of Native Title,' which was cited in a Canadian Supreme Court decision.

Bio information primarily from Government of Alberta

CONCURRENT SESSION SPEAKER BIOS

IMRAAN BASHIR

Imraan is a seasoned executive with 20+ years of experience advising on cyber security and information technology matters to a wide variety of public and private sector clients. Imraan is well-versed in multiple areas of cyber security, including governance, strategy, incident management, cloud security, risk management, digital identity and more.

Prior to joining KPMG, Imraan spent time in the public sector, where he directed the policy, strategy, implementation and oversight of Government of Canada enterprise-wide cyber initiatives, including leadership of key programs such as cloud security and digital identity. In this role, Imraan was exposed to a wide range of cyber security challenges from departments of varying complexity, which positions him well to provide tailored advice to public sector organizations of all sizes.

KARINE BENZACAR

Karine Benzacar has been teaching for the Smith School of Business at Queens university since 2010. She is also Managing Director of Knowledge Plus Corp., an organization which specializes both in business training and in providing financial, accounting, and management information services. As a professional accountant, certified both in Canada and in the U.S., Karine's practice has involved organizations all across North America. Her clients include many companies - large companies, such as the Bank of Nova Scotia, Magna, and IBM, start-up firms and the public sector, such as various departments of the Government of Canada.

Karine is a seasoned industry professional with over 25 years of solid industry experience. After beginning her career in the finance departments of Kraft Foods and Avon Products, she held senior financial management positions at three major Canadian Banks – Royal Bank of Canada, Bank of Nova Scotia, and Bank of Montreal. Her career has spanned many areas including budgeting, accounting, finance, project management, re-engineering, and strategic management. She is fluently bilingual in English and French.

Karine obtained an MBA from McGill University in Montreal. In addition to her industry experience, Karine has been teaching undergraduate, MBA, and Masters of Finance courses at several leading universities which include University of Toronto, Queens University, Concordia University, and Ryerson University. She is a highly acclaimed industry expert, has presented at national and international industry conferences, and has been facilitating professional development courses for CPAs for over 10 years. She helped develop and marked professional accounting exams. She has also trained hundreds of bankers in Canada, the U.S., and the Caribbean on credit analysis. She has published numerous articles in leading journals such as the National Post, Financial Post, CMA Management Magazine, HR Reporter, HRPA Magazine, Bottom Line and the RMA Journal and has been quoted as an industry expert in industry publications. She was awarded the FCPA designation an honorary designation where she was selected by her industry peers for her outstanding contributions to the industry, profession, and the community; this designation is held by less than 1% of CPAs in Canada. She was also instrumental in training accountants throughout Canada on International Financial Reporting Standards (IFRS).

JAMIE BLACK

Jamie Black is President of F.H. Black & Company Incorporated. For more than 20 years he has consulted with and trained finance officers, auditors & accountants in government, higher education, and corporations throughout Canada and the U.S. His work focuses on increasing finance department efficiency & effectiveness through the implementation of technology & best practices.

Jamie began his professional career in public practice where he was responsible for compilation, review, audit, personal & corporate tax engagements. He then transitioned his focus to leverage this experience and technology background to work with clients to improve their operations. From conducting needs analyses to the implementation of redesigned processes and new technology solutions, Jamie focused on delivering quantifiable improvements for his clients.

Jamie is CAGFO board member and a regular speaker & trainer on process automation, internal controls, data analytics & communication best practices for numerous organizations including: CAGFO, GFOABC, MFOA, CAUBO & MIAA.

CONCURRENT SESSION SPEAKER BIOS

JASON BRISBANE

Jason Brisbane, MBA, is a finance and accounting professional turned product marketer with 9+ years of experience. As a senior finance transformation specialist at BlackLine, he is responsible for helping companies automate manual accounting processes and delivering messaging on how companies can gain more time to focus on actionable analysis and business partnership.

IAN CARRUTHERS

Ian Carruthers became Chair of the International Public Sector Accounting Standards Board (IPSASB) in 2016, having been a Board Member since 2010. As a Board Member he led IPSASB's work on Long Term Financial Sustainability and alignment between IPSASs and Government Finance Statistics. Currently in his second term as Chair, Ian has been reappointed for a third term through to the end of 2024.

After joining HM Treasury from PricewaterhouseCoopers in 1999, Mr. Carruthers played a key role in the UK Government's transition from cash to accrual budgeting and reporting, in particular leading its Whole of Government Accounts programme. He joined Chartered Institute of Public Finance and Accountancy (CIPFA) in 2006. CIPFA promotes and supports improvements in public financial management and governance across the public services globally. As part-time Chair, CIPFA Standards, Mr. Carruthers has been involved in all these aspects of the Institute's activities, including leading its work on the role of the public services CFO, and the development of the International Framework for Good Governance in the Public Sector in partnership with the International Federation of Accountants.

CHARET CHAHAL

CIBC Wood Gundy Chairman's Council member – the highest honor bestowed upon the firm's Investment Advisors.

Charet is a University of Calgary graduate with a Bachelor of Commerce degree. With over 10 years of experience, Charet is a registered IIROC Portfolio Manager and oversees both transactional and discretionary portfolios for clients. He is a CFA® Charterholder and maintains memberships with the CFA Institute and Calgary CFA Society. Charet also holds the Chartered Investment Manager (CIM®) designation, along with a Certificate in Derivative Market Strategies. Prior to joining CIBC Wood Gundy, Charet worked in the Oil and Gas sector, developing a wealth of experience in energy markets. Charet also managed and led a start-up business venture to be listed on the public exchange. Charet is an avid supporter of the Calgary Children's Hospital.

JULIA CZIRAKY

Julia Cziraky is a Consultant at Hemson with nearly a decade of professional consulting experience in the fields of planning and municipal finance. She has played a prominent role in a wide range of fiscal impact, long range financial planning, development charges, and financial incentive assignments for municipalities across Canada, including her recent involvement in Edmonton's City Plan Relative Financial Assessment and Growth Management Scoping Project. Julia holds a Master of Planning degree from Queen's University and is a Professional Land Economist (PLE) and Registered Professional Planner (MCIP, RPP).

CONCURRENT SESSION SPEAKER BIOS

THOMAS DUKE

Tom Duke is an experienced labour and employment lawyer. Tom advises clients, including employers in federally and provincially regulated industries, on a wide range of matters such as human rights, employment standards, terminations, and workplace safety.

Tom provides prompt and pragmatic advice on discipline issues. He also has diverse litigation experience that includes commercial disputes, shareholder disputes, and negligence cases.

Tom has appeared in the Provincial Court, the Court of Queen's Bench, and the Court of Appeal, as well as administrative hearings before the Labour Relations Board and the Human Rights Tribunal.

Tom has presented lectures and seminars on employment law and other issues. Prior to attending law school, Tom worked in broadcast journalism.

Tom is an active member of his community and is involved in minor sports.

NANCY ENG

Nancy Eng is the Senior Director, Financial Services at the Vancouver Police Department (VPD). She has spent over 20 years working in the police finance sector at both the municipal level, with the Vancouver Police Department, and previously at the provincial level with the Organized Crime Agency of BC and the Combined Forces Special Enforcement Unit. Notably, implementing sound financial and budgeting practices, policies and procedures, and reporting and accountability processes, she had led the VPD to 16 consecutive years of being on budget. Nancy is actively involved in fostering local and national peer networks for police finance professionals.

TODD EYOLFSON

As CaseWare International's Director of Education, Todd has supported clients through their technology adoption journey. He has written training material, assisted with implementation in firms large and small, and has consulted with thousands of professional accountants globally on CaseWare applications.

When Todd is not supporting clients, he is often invited to contribute to sessions as a public speaker. Todd has participated in the CaseWare International North American User Group targeted to large firms, led sessions at CGA Ontario Chapter events, chaired CGA Ontario's Annual Conference, and has presented several Canadian and US conferences.

CONCURRENT SESSION SPEAKER BIOS

WENDY GNENZ

Wendy is a member of MNP's Technology Solutions team in Edmonton. Wendy is a master strategist and leader with deep knowledge of the development and executive of digital strategies to innovate and strategically transform organizations through technology.

Wendy helps organizations of all sizes accelerate with confidence and transform their business through the use of data and technology. Her services include digital technology strategy and planning, digital innovation leadership, data governance and information management and enterprise strategic management.

Wendy works with the provincial government (including departments, ministers, Crown corporations and government agencies), municipal government (medium-to-large Canadian municipalities) and not-for-profit and charitable organizations.

Prior to joining MNP, Wendy served as chief information officer in municipal government and vice-president at a Big Four firm.

Wendy earned a Bachelor of Commerce (BComm) with Distinction from the University of Alberta. She is a Chartered Professional Accountant (CPA), qualifying with Honours as a Chartered Accountant (CA) in 1991 and is a Certified Management Consultant (CMC).

Wendy is a board member of ABC Head Start Society and a Special Olympics Canada technology committee member.

RATAN GREWAL

Ratan has over 18 years of experience in Finance, with the last 10 years focused in the public sector. During his time at the City of Burnaby he has been in a leadership role in transforming the operating and capital budgeting and reporting processes. He is also actively involved in Asset Management, Carbon Pricing and Housing initiatives. Outside of work, Ratan actively volunteers in his community, enjoys playing hockey and basketball.

JAMES HOBSON

CIBC Wood Gundy Chairman's Council member – the highest honor bestowed upon the firm's Investment Advisors.

James is a graduate of the University of Calgary with a Bachelor of Commerce degree in Finance. With over 10 years of experience at CIBC, James focuses on identifying major market themes, analyzing equity and fixed income securities, and monitoring client portfolios to ensure investment policy compliance. James is a CFA Charterholder and maintains memberships with the CFA Institute and Calgary CFA Society. James is a registered IIROC Portfolio Manager and oversees both transactional and discretionary portfolios for clients. Having completed the Derivatives Fundamentals & Options Licensing course, James is fully licensed for trading. Among the numerous charities he assists, James is long-time supporter and donor for Kids Cancer Care Foundation of Alberta.

TARA HOLOWKA

Tara is the Manger of Finance, Comptroller for the Winnipeg Police Service (WPS). With 20 years of Finance and Accounting experience working in a variety of industries from Hospitality, Insurance and Information Technology, Tara joined the WPS in November 2017 after a decade of working in Healthcare at the provincial level. A highlight WPS has been providing leadership sessions to Divisional Commanders and staff in managing their budget. In the last three years, Tara has also been involved with the procurement and change management involved in implementing new programs for Alarm Permitting, Special (Paid) Duty and Point of Sale which have significantly improved financial and business processes. Tara is passionate about the CPA profession and has represented CPA Manitoba on a number of occasions as a round table host and various recruitment events in addition to being a current CPA Manitoba student mentor. She is also an Executive Member for the Canadian Police Finance Professional Group, a sub-committee of the Canadian Association of Chiefs of Police.

CONCURRENT SESSION SPEAKER BIOS

JILL INGET

Jill is the Director of Corporate Ethics with the BC Public Service Agency. Jill holds a Master of Public Administration (University of Manitoba) and a PhD in Curriculum and Instruction (University of Victoria). In her role, Jill is responsible for developing ethics-related resources and training for the BC Public Service. She also orients, trains and supports government executives who are appointed as ministry ethics advisors. Jill developed the first ever Ethics in the BC Public Service report published in June 2021, which outlined initiatives and measures used to assess the corporate ethics program.

TRINA INNES

Trina Innes is the Executive Director of Sustainability Services at AUMA. She leads a portfolio of clean energy and climate adaptation initiatives through the Municipal Climate Change Action Centre and Clean Energy Improvement Program. Prior to transitioning into climate change, she was the Chief Sustainability Officer at the University of Alberta. Trina holds two Masters degrees and several post-graduate certificates covering forestry, energy management, and business. She is a certified community energy manager, change manager, climate change officer and corporate director.

ROY JOHNSON

Roy is co-author of the top-selling "Turning Conflict into Profit" and a founder and Principal of The Neutral Zone Coaching and Consulting Services Inc. Roy is an arbitrator, mediator, facilitator, investigator and trainer who works with communities, families, and public and private-sector organizations. He is a national conference speaker on topics including communication, organizational change, leadership, teamwork and workplace bullying. For over 20 years, Roy has mediated and resolved disputes ranging from interpersonal complaints to complex multi-issue conflicts. In keynotes he presents insights gleaned from years of work in the trenches, and balances this with humour and a passion for healing broken relationships.

Roy holds a BA in Psychology from the University of Alberta and an MA from Simon Fraser University. He also holds a post-graduate diploma in Adult Education from the University of BC along with a Certificate of Conflict Resolution from the Justice Institute of BC. Roy is ProSci® certified, and is ADRIC certified in alternative dispute resolution.

Roy has been a member of the Police Complaints Resolution Roster, a Governor of the Justice Institute of BC, a Panel Chair of the BC Employment and Assistance Appeal Tribunal, and a Director of the Board of Alternative Dispute Resolution Institute of BC, and is currently involved in strata governance in Canada and the United States.

KYLE KASAWSKI

Kyle Kasawski is the Director, Client Development – Energy Management at AUMA. He helps municipalities develop energy management projects and realize their environmental goals. Kyle has been a leader in the energy transition for 20 years and most recently was teaching Alternative Energy Business and Economics at the Northern Alberta Institute of Technology. He has worked on the design team of over 50 Net Zero homes and installed solar power systems on more than 400 net zero ready buildings. He holds a Bachelors Degree in Human Geography from the University of Alberta.

CONCURRENT SESSION SPEAKER BIOS

STEFAN KRZECZUNOWICZ

Stefan Krzeczunowicz is an accomplished land economist with 17 years' experience in municipal finance, growth management, forecasting, and adjudication in the public and private sectors. He has directed large multi-disciplinary consulting teams and led discussions on matters of public policy for a wide range of audiences: technical groups, municipal councils, litigation hearings, and public meetings. He also served on Ontario's Local Planning Appeal Tribunal (formally the Ontario Municipal Board) where he adjudicated more than 70 appeals of planning and municipal finance matters.

Stefan is the current President of the Association of Ontario Land Economists and a member of the Simcoe Chapter of Lambda Alpha International, an honorary land economics society. He has undertaken studies for municipalities large and small across Ontario as well as in British Columbia, Alberta, Saskatchewan, New Brunswick, Nova Scotia, PEI, and Newfoundland.

JOANNE LOBERG

Joanne Loberg is a sought-after Certified Executive Coach and Internationally Certified Career Management Professional with more than 20 years' experience in leadership and career coaching. Joanne has been referred to as "an absolute expert at navigating the complex territory of career advancement". She is skilled in supporting her clients to envision, strategize, and accelerate their career success.

She holds a Bachelor of Arts (Psychology), Executive Coaching Certification (Royal Roads University), Certified Career Management Practitioner, and is MBTI Qualified. She is a member of the Chartered Professionals in Human Resources of BC & Yukon and the Association of Career Professionals International.

PAUL MARTIN

At the Government of New Brunswick, Paul has oversight for accounting, financial systems, internal audit, enterprise risk management and consulting. Prior to joining the government, he was a Partner with the national accounting firm of Grant Thornton LLP. He has significant expertise with Public Sector Accounting Standards and pension plans including shared risk / targeted benefit models. He is a Board member for the New Brunswick Public Service Pension Plan and the New Brunswick Teachers Pension Plan. Paul is a past president of the New Brunswick Institute of Chartered Accountants and currently serves as a member of the CPA Public Sector Accounting Discussion Group and the Employment Benefit Project Advisory Panel.

ALEX METCALFE

Alex Metcalfe is the head of public sector at ACCA. He leads ACCA's global public sector approach and oversees its public sector research and thought leadership. Alex represents ACCA with key contacts in the public sector, including policymakers within government and international organisations, to share good practices and insights in public financial management and to work together in the public interest.

Prior to ACCA, he has worked across central, provincial and local government in the UK and Canadian civil service, including as a senior economist – specialising in tax policy – at the Ontario Ministry of Finance. He has published material across a breadth of public sector topics, including: infrastructure finance, employment law, fiscal policy, immigration and skills, and adult social care.

Alex is a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA), member of Accountancy Europe's public sector group and the Confederation of Asian and Pacific Accountants' (CAPA) public sector committee, and on the editorial board for the academic book series Public Service Accounting and Accountability. He studied at Oxford, Cambridge and Queen's universities.

CONCURRENT SESSION SPEAKER BIOS

CATHERINE PARSONS

Catherine Parsons is a Planner in the City Planning Strategies Division of the Planning and Building Department at the City of Mississauga. Her work at the City focuses on implementation of key action items stemming from the City's Making Room for the Middle Housing Strategy (2017). Prior to Catherine joining Mississauga, Catherine worked as a Planner at the City of Hamilton. Catherine has obtained a Master's degree in Resource and Environmental Management from Simon Fraser University, a Diploma in Sustainable Community Development from Simon Fraser University, and a Bachelor of Science Kinesiology from McMaster University.

LAUREN PENNYCOOK

Lauren Pennycook, CPA, CA is a Principal with the Public Sector Accounting Board (PSAB). She is currently working on PSAB's efforts to develop a new strategic plan.

CARLIE PERSSON

Carlie leads the Edmonton risk assurance practice and is our National Public Sector Assurance Leader and is part of PwC's National Municipal Sector team. She has over 20 years of experience and brings her extensive leadership experience in providing risk management services and advice to her clients. Carlie understands the unique challenges facing the sector when it comes to emerging risks.

DARRYLE PARKER

Darryl Parker, Manager of RPA and Accounting Automation Services, F.H. Black & Company Incorporated
For over 13 years Darryl has provided technical consultation and training to hundreds of finance departments across North America. As a computer programmer and a designated CPA he is uniquely qualified to identify inefficiencies in business process and apply technological resolutions.

JUDE PILLAINAYAGAM

Jude Pillainayagam is a senior engineer in municipal engineering sector and a Fellow of Engineers Canada. He is involved in Asset Management for nearly 20 years working at Metro Vancouver, City of Surrey and City of Coquitlam.

Jude possesses a diverse educational background and experience. He is also an accountant and a certified Information System Professional. He is a member of the Institute of Asset Management UK (IAM), and the Regional Director of Canadian Network of Asset Managers (CNAM) for BC and Alberta. Jude has carried out extensive work in the area of asset management and presented in many conferences.

CONCURRENT SESSION SPEAKER BIOS

NICK POULIAS

Nick graduated from Queen's University with a Bachelor of Commerce (Honors) and also has an MBA from the Schulich School of Business at York University. With over 5 years of Capital Markets sales and trading experience, Nick focuses on designing custom investment strategies for clients in the public and not-for-profit sector as well as for high-net worth families. Nick, his wife and their four young children are Burlington residents. He devotes time to causes focusing on the well-being of children and families within the Halton Region community.

TODD PUGH

Todd Pugh started his local government career in 1994, as a professional weed-whacker in the Parks Department of a regional district in BC's Lower Mainland. Twenty-seven years later, Todd is the Executive Director of CivicInfo BC, a Victoria-based not-for-profit information and data service.

At CivicInfo BC, Todd has helped to develop many innovative services including the country's largest local government job boards, an online municipal statistics service, and the first province-wide municipal election results reporting system in Canada.

Since 2007 he has also been an instructor in the School of Public Administration at Capilano University, where he teaches several courses in the school's Local Government Program.

When he's not working or driving his two kids somewhere, Todd's hobbies include playing recreational hockey, recovering from the injuries that recreational hockey inflicts upon him, and firing-up a weed-whacker on weekends.

JAMES RICHARDSON

James Richardson, MBA, is MNP's Alberta Public Sector Consulting Leader and a Partner in the firm's Consulting practice. Drawing on over two decades of experience, James serves public and private sector clients both locally and nationally.

James has extensive experience in the design, review, improvement and evaluation of programs, projects and services. This has included the design and launch of new organizations as well as assisting his clients with the development and delivery of new and or improved service offerings. His career has afforded him the opportunity to work effectively with all orders of government, the Not-for-Profit sector Not-for-Profit sector as well as the private sector in a variety of challenging settings. With deep knowledge and experience in large organizations in both the public and private sector, James develops practical solutions and delivers results for his clients. His cross-industry expertise includes all orders of government, post-secondary institutions, healthcare, transportation, housing, infrastructure, manufacturing, Not-for-Profit organizations and private enterprises. The scope and breadth of James' experience enables him to bring innovative and practical solutions to the complex problems that his clients face.

James obtained his Master of Business Administration (MBA) from the University of Wales (Cardiff) in 2011 with a focus on strategy, change management and risk management.

He is a director with Kids With Cancer Society.

CONCURRENT SESSION SPEAKER BIOS

SHARHONDA RUSH

Sharhonda Rush is a Senior Strategic Innovation Manager at BlackLine and has over 25 years of private, government and public sector experience in Finance and Accounting ranging from startups to Fortune 500 companies. Sharhonda is an innovator and change agent for operational efficiency and organizational excellence. She was instrumental in implementing an award winning ERP system for one of the largest transit agencies in the State of Florida. As a CPA, she has successfully leveraged technology to transform and streamline processes, improve visibility and reduce the closing cycle by more than 50%. As a hands-on, experienced professional, she is a life-long learner and understands Finance & Accounting challenges and enjoys sharing leading technology and automation practices.

LORRIE SCHMALENBERG

Lorrie has been working in the public sector for about 25 years and believes government finance officers play a crucial role in providing trust, credibility and transparency to our stakeholders through excellence in budgeting, reporting, financial management and through the assurance/audit functions. She has been with the board of GFOA of Western Canada, now CAGFO, since 2010. She has been on the Public Financial Management Advisory Committee and is currently vice-chair of the Public Sector Accounting Discussion Group. With the upcoming changes and opportunities related to emerging PSAS and issues, she facilitates a committee to discuss these issues and to encourage members to have a voice in the future of the industry.

IAN SCHNOOR

Ian Schnoor is the Principal and Founder of The Marquee Group, a leading provider of financial modeling training to professionals in the financial community. Ian has built The Marquee Group into a leading provider of financial modeling training and consulting.

Ian is also the Executive Director of the Financial Modeling Institute (FMI). In this role, he works closely with the FMI team on the creation and execution of the FMI's strategy.

Over the years, Ian has taught thousands of business professionals and university students in Canada, the United States, the United Kingdom, Australia and Mexico. Ian is passionate about teaching and brings a hands-on, interactive approach to every course.

Ian teaches at Queen's University and is a past recipient of the "Instructor of the Year" award in the Master of Finance program at the Smith School of Business.

Prior to establishing The Marquee Group, Ian spent a number of years in the Investment Banking departments at Citigroup and BMO Capital Markets. Ian completed a Bachelor of Commerce Honours degree with academic distinction and has also attained the CFA designation.

CONCURRENT SESSION SPEAKER BIOS

THAKSA SETHUKAVALAN

Thaksa is a principal with the Public Sector Accounting Board (PSAB). She works to support the development of public sector accounting standards across Canada and has primarily focused on PSAB's International Strategy Project.

Thaksa has over 10 years of experience auditing and advising public sector and not-for-profit organizations, conducting both accounting advisory and finance transformation work.

Thaksa holds a Master of Finance from the University of Toronto and a Bachelor of Business Administration from the Schulich School of Business at York University. She is a CPA, CA.

MITCH STEVENSON

Mitch is responsible for financial and accounting issues and all internal and external financial reporting at the City of Lethbridge. Prior to joining the City of Lethbridge, he was an audit manager with KPMG LLP and a tax auditor for the Canada Revenue Agency. The City of Lethbridge uses CaseWare extensively and he is responsible for the maintenance and development of financial reporting. He and his team use CaseWare in forecasting variances in City operations, grant reporting, budgeting, and in the preparation of their financial statements for the annual report.

OWEN TAYLOR

Owen brings over 30 years of experience working collaboratively and at all client levels with a wide variety of organizations, primarily in the public sector. His greatest achievements include helping organizations achieve their highest priority initiatives, transforming key areas of their business through change management, process improvement and technology enablement.

ANAND TRIVEDI

Anand Trivedi, ASA, MRICS is a Director with Duff & Phelps, a Kroll company, in the Toronto Office. He specializes in providing valuations of industrial facilities. He has in excess of 20 years of valuation experience. He provides advisory for the purposes financial reporting, allocation of purchase price, due diligence, fresh start accounting, disputes, litigation, liquidation, insurance, financing, tax and creating fixed assets property records. He works as Project Manager on many large, multidiscipline assignments. Mr. Trivedi has appraised all types of tangible assets, including a wide range of manufacturing plants, mining, power generation plants, food processing plants, steel mills, electronic circuits, oil and gas plants, pulp and paper plants, dairy, brewing and bottling plants, and chemical plants.

Mr. Trivedi has performed valuation throughout in Barbados, Belgium, Canada, Central Asia, Cuba, Costa Rica, Dominica, France, India, Mexico, Netherlands, Russia, the Bahamas, the United States and the United Kingdom.

CONCURRENT SESSION SPEAKER BIOS

DIANA VISSERS

Diana Vissers, founder of Work to Wellness, is a passionate and effective workplace mental health thought leader. She has been solving workplace mental health problems for more than 25 years. Her diverse experience includes working in the private and public sectors, with Workers' Compensation Boards, private disability insurance companies, employers, unions, and community based mental health agencies. After completing her Master's degree in Disability Management, she has gone on to inspire many employers and employees to build workplaces where people are engaged, healthy and productive. She is known for her engaging, interactive workshops and her ability to simplify how we can better manage our own and other's mental health at work. Diana serves on the national advisory committee for Work Wellness Institute and designs and delivers psychological safety and return to work courses in the Occupational Health and Safety and Rehab and Disability Management programs at Simon Fraser University. She is a Canadian Mental Health Association certified Psychological Health & Safety Advisor and conducts research and support in the first responder community in British Columbia.

As you will see, Diana's enthusiasm for workplace health is contagious.

EARL WARWICK

Earl is the Director of Finance and Asset Management at the Saskatoon Police Service (SPS). Trained and developed as a professional accountant, he has been involved in organizations in such diverse capacities as: auditor; business manager; salesperson; General Manager; self-employed professional contractor; governance and leadership; Chair of a Board of Directors; dispute adjudication; and, most recently, financial, procurement and asset management leader at the SPS. A highlight has been leading and supporting the procurement of the SPS aircraft that provided outstanding operational and financial benefit to the citizens of Saskatoon.

SUE WAZNY

Sue has been an adult educator with numerous government agencies, educational institutions, social organizations and the private sector for over 25 years in the areas of Conflict Management, Communication Skills, Dealing with Anger, Management Skills, Team Building and Leadership. For the past 22 years, Sue has been a faculty member at the Justice Institute of BC in the Centre for Conflict Resolution, where she teaches a variety of courses. Sue maintains a clinical practice which includes workplace mediation, team assessments and facilitations, performance coaching, critical incident stress debriefing and workplace harassment investigations. She holds a Master's of Science degree in Psychology, certificates in Conflict Resolution and Mediation from the Justice Institute, and is a certified Myers Briggs Type Indicator practitioner.

GOVERNANCE AND ADVISORY TEAM, DEPARTMENT OF MUNICIPAL AFFAIRS, NOVA SCOTIA

The Governance and Advisory team within the Nova Scotia Department of Municipal Affairs act as liaisons between municipal officials and the Province of Nova Scotia. Although we are provincial civil servants, we often work at the nexus of the elected-bureaucratic dichotomy in municipalities in Nova Scotia. We provide education, training and support to Councils and to municipal staff across the province. We each bring a complementary set of skills, backgrounds, and experiences to the team which allow us to provide expertise and support across a wide range of issues, both within the provincial government and for our municipal clients. Currently, the team consists of: Nick Barr, Director; Marilynn Hay, Ross MacDonald, and Jason Haughn, Advisors.Thaksa holds a Master of Finance from the University of Toronto and a Bachelor of Business Administration from the Schulich School of Business at York University. She is a CPA, CA.

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