

The background of the top half of the page is a photograph of a sunlit forest path. A hand is holding a compass in the foreground, pointing towards the path. In the upper left, there is a graphic consisting of overlapping blue and purple circles with a large blue arrow pointing upwards and to the right. A dark blue rectangular box is placed over the circles, containing the text "Navigating Through Uncertainty".

## Navigating Through Uncertainty



MUNICIPAL FINANCE  
OFFICERS' ASSOCIATION  
OF ONTARIO

**Municipal Finance Officers' Association of Ontario  
ANNUAL CONFERENCE AND AGM  
September 18-20, 2019**

### CONFERENCE HIGHLIGHTS

- ☑ Memorable Keynote Speakers
- ☑ Leading Edge Case Studies
- ☑ Industry Experts
- ☑ Invaluable Networking
- ☑ ...and much more!

## MESSAGE FROM OUR PRESIDENT

Dear Colleagues,

As President of the MFOA Board of Directors, I am pleased to extend to you an invitation to attend our 2019 Annual Conference at Deerhurst Resort in Huntsville. Our theme this year is “Navigating Through Uncertainty.” As municipal finance professionals, we are confronting a time of change and I could not think of a more fitting phrase to describe the current landscape. I welcome you to join us as we continue to grow, adapt and respond to change.

The MFOA conference provides us with invaluable networking opportunities to connect with other finance professionals who are at the forefront of the industry. Each year I attend, I walk away feeling re-energized and inspired with new ideas to bring back to my team. This is a great opportunity to make new connections with peers and find out how they are managing common challenges.

This year’s conference is highlighted by two keynote speakers: Ben Wells and Lee Kagan, who will be presenting a talk on Cyber Security for Municipalities, a topic that continues to bring about new challenges as the sophistication and frequency of cyber attacks targeting municipalities continues to increase. Other conference highlights include our excellent panel of industry speakers, expert exhibitors and helpful case studies.

The MFOA continually strives to support excellence in municipal finance through information sharing and networking opportunities. If we want to stay relevant in our profession, we must embrace, understand and integrate changes, new ideas and best practices to our municipalities. There is no better place to learn how to do this successfully than at the MFOA conference.

I hope that you will consider joining us at this year’s conference as we navigate through the uncertain future, together.



A handwritten signature in black ink, which appears to read 'Julie Stevens'.

Julie Stevens  
President  
MFOA

### — 2018 Delegate Feedback —

“I always leave the conference with more knowledge than I went with.”

– Kelly W., Township of North Frontenac

“I am impressed when selecting sessions is difficult — because there is so much good content. Usually, I expect to pick up a few ideas to ponder, this time I also picked up some very practical solutions to implement.”

– Mikel M., Town of Newmarket

“It was packed with information and lots of opportunity to network with colleagues and vendors.”

– Gordon D., Town of Minto

“Sessions were interesting and relevant, trade show was excellent.”

– Yvette P., County of Peterborough

“Great Job! Conference is always very well organized and an excellent opportunity to meet finance professionals from other municipalities.”

– Shane F., Region of Waterloo





## KEYNOTE PRESENTATIONS

### OPENING KEYNOTE SPEAKERS

**Ben Wells & Lee Kagan**

#### **Cyber Security Talk for Governments and Municipalities - 1.0 CPD hours**

As both the sophistication and frequency of cyber attacks increase, it has become more and more imperative for organizations of all sizes and complexity to comprehend how they present themselves to the public and the web.

A recent Canadian big bank breach brought to light not only the gaps in specific security programs, but also once again highlighted how the 3rd party malicious actors on the web will take advantage of an already dire situation. Subsequent to the bank breach itself, phishing emails were circulated by a variety of malicious entities to both the bank, and non-bank clients alike, urging them to check their accounts and credentials. These fake emails redirected users to spoofed sites that further exploited an already perilous situation, and greatly compromised bank accounts and more critically, public trust.

Trust is currency itself in business, and when it's lost, it's very difficult to regain. Municipalities are a treasure trove of data and information to sinister groups, (Electrical grids, Tax information, emergency services) and as such, need to be vigilant in their protection of that data; and that protection needs to extend well beyond their digital borders and the 9-5 work-day. Not only do municipalities need to curate defensive strategies for themselves internally, but they need to develop resiliency and partitions to the attacks that will only increase as time goes on.

There is no silver bullet to quell cyber attacks completely. But, if more municipalities took on a holistic and maturity-based approach to cyber security, encompassing all members of the team - not just the IT department - the fallout and consequences of such a breach would be considerably less damaging.



### CLOSING KEYNOTE SPEAKER

**Denise Donlon - Media Trailblazer**

#### **If Darwin was a CEO: Lessons learned from the music business meltdown**

Denise Donlon became president of Sony Music Canada precisely at the moment the recording industry began to reel from massive digital disruption. Her observations from the frontlines of an industry under fire, told with insight, humour and a dash of celebrity, illustrate why agile adaptation in the face of rapid change is the only way to evolve and survive in any business.

*"When you become comfortable with uncertainty, infinite possibilities open up in your life."*

- Eckhart Tolle



**TUESDAY, SEPTEMBER 17, 2019**

**Tuesday Pre Conference Sessions**

**1:00 PM - 4:00 PM**

**Best Practices in Asset Management: Examples from Ontario Municipalities - 2.75 CPD hours**

Asset management is not a one-size fits all practice for local governments — each municipality will have its own unique approach for developing an asset management program that achieves its designated goals. In this session, Ontario municipalities will present their own asset management journeys as they all prepare for upcoming O.Reg 588 deadlines. PSD will present alongside these municipalities discussing best practices in asset management program development and the practical application of key components of an asset management system. From the adoption of an asset management policy, to the utilization of accurate asset data to produce meaningful reports on lifecycle, risk, and levels of service, this session will provide attendees with a full picture of asset management program development.

**Speakers:**

**Gabe Metron** - Regional Director, PSD

**Matthew Van Dommelen** - General Manager, Business Development, PSD

**Municipal Speakers** - Town of Caledon, Township of Springwater & Town of Mono

**The Development Charges Act — A discussion of proposed changes and what it means for municipalities - 2.75 CPD hours**

In December 2018, the Ministry of Municipal Affairs and Housing (MMAH) circulated invitations to select representatives to take part in a technical stakeholder consultation regarding the Province's development charges framework. Following this consultation period, Bill 108 More Homes, More Choice: Ontario's Housing Supply Action Plan was announced in spring 2019 which proposed changes to 13 pieces of legislation including the Development Charges Act and Planning Act. The session will include a panel discussion with between Hemson, MFOA and one large and one small municipality. Specific emphasis will be placed on the theme of "development costs" including development charges and the newly proposed community benefits agreements as presented under Bill 108.

**Speakers:**

**Craig Binning** - Partner, Hemson Consulting Ltd.

**Municipal Speakers** - TBD

**Aligning Spend with Outcomes - 2.75 CPD hours**

KPMG has helped federal, provincial/state and municipal governments all over the world improve the accuracy, efficacy and accountability of their spend. Our approach looks across each layer of the budgeting and finance function to identify current state maturity and paths to improved performance. At the outset of the transformation journey, we focus on 15 key questions. This session will help participants assess the maturity of their current budget and finance functions against leading practice.

**Speakers:**

**Eric Woods** - Partner, KPMG

**Josh Hjartarson** - Partner, KPMG



**MOBILE MICROSITE**

We've gone mobile! Bring your conference experience to a new level. See more, do more, and get more value out of the conference — right from your mobile (tablet or computer) device. Access the conference schedule, download presentations, connect with delegates and exhibitors, and much more...!

**PLUS** — Get in the Game! Earn points by competing in our third annual 'In It To Win It' mobile site contest for your chance to WIN great prizes!

Go to [www.mfoa.on.ca/acd](http://www.mfoa.on.ca/acd)





### WEDNESDAY, SEPTEMBER 18, 2019

#### Workshop & Updates Session

9:00 AM - 12:00 PM & 1:00 PM - 4:00 PM

#### ● Building on the Evolutionary Practice of Asset Management Planning - 2.75 CPD hours

Building on the evolutionary practice of asset management planning within municipalities, this workshop will focus on approaches used to better define levels of service; involve decision makers in the process and integrate other elements of asset management plans. It will draw on experiences in municipalities, providing practical resources for attendees to assist them in the development of their plans.

#### Speakers:

**Andrew Grunda** - Managing Partner, Principal and Director, Municipal Finance, Watson & Associates Economists Ltd.

**Peter Simcisko** - Manager, Watson & Associates Economists Ltd.

**Colin MacDonald** - Policy Team Lead, MFOA

#### Updates Session - 2.75 CPD hours

Once again MFOA has put together a session where you can hear the latest and greatest updates pertaining to the topics of significant interest to municipal finance officers. We will provide updates on key changes that occurred in 2019, as well as current developments and what's coming down the pipe in the near future. Don't miss this one-stop session for your sector-relevant updates!

1. Ministry of Infrastructure
2. Ministry of Municipal Affairs and Housing
3. Ministry of Finance
4. AMO's Gas Tax Update
5. PSAB Update

#### NEW! Wednesday Discussion Forum

4:15 PM - 5:00 PM - 0.75 CPD hours

You asked for more time on the conference agenda for Discussion Forums, and we have responded! Benefit from the additional opportunity to collaborate, discuss, and share ideas with your colleagues. Topics TBC

## OPENING NETWORKING RECEPTION AND EXHIBITOR TRADESHOW

The Networking Reception and Exhibitors Showcase will be held in Legacy Hall, located in the Pavilion Conference Centre. Meet the Sponsors and Exhibitors that make this event possible and learn about the latest products and services from the industry's top names, all while enjoying a variety of hors d'oeuvres and drinks.

#### Exhibitor Tradeshow Hours

**Wednesday:** 12:00 PM - 5:00 PM  
7:00 PM - 9:00 PM  
**Thursday:** 8:00 AM - 3:00 PM



**Hospitality Suite: Sponsored by Hemson Consulting Ltd.**





**THURSDAY, SEPTEMBER 19, 2019**

#### Conference At A Glance

- Exhibitor's Trade Show
- Opening Keynote Speaker
- MFOA's Annual General Meeting
- Discussion Forums
- One Investment Program - Wine & Cheese
- New Professionals Network - Networking Social
- Gala Cocktail Reception
- MFOA's Awards Dinner & Entertainment
- After-Party! Sponsored by Watson & Associates Economists Ltd.



*"Maturity of mind is the capacity to endure Uncertainty."*

- Dan Millman



#### Entertainment - The Debaters Live With Steve Patterson

Be it resolved that The Debaters Live is heading to Deerhurst Resort for a hilarious night of comics going toe to toe in a battle of laughs and logic and where you — the audience — picks the winner! This special live event, created especially for MFOA, features host Steve Patterson and two of his favourite comics performing stand-up and a hilarious debate, in a format familiar to hundreds of thousands of loyal Canadian fans of the radio show.



**NEW IN 2019!**

Follow us on Twitter @MFOAOntario and tweet us using #MFOA2019



## DISCUSSION FORUMS & CONCURRENT SESSIONS

**THURSDAY, SEPTEMBER 19, 2019**

### Discussion Forums - What Keeps You Up At Night?

Collaborate, discuss and engage in meaningful discourse with municipalities in your tier class. Ask questions, share information and discuss issues affecting your municipality. This is an informal discussion forum designed to benefit you.

**Discussion Forums: 11:25 AM – 12:15 PM** 0.75 CPD hours

**Forum 1:** Upper Tier

**Forum 2:** Lower Tier

**Forum 3:** Single Tier

**Concurrent Sessions: 1:30 PM – 2:30 PM** 1.0 CPD hours

- **Session A:** Asset retirement obligation guidance for municipalities
- **Session B:** MPAC's approach to data security heading into the province-wide 2020 Assessment Update
- **Session C:** Whenever Possible, Charge? — User Fees as a Revenue Source
- **Session D:** How You Buy is as Important as What You Buy. How Mature is Your Procurement Function?

**Concurrent Sessions: 3:00 PM – 4:00 PM** 1.0 CPD hours

- **Session E:** ARB Rules of Practice and Procedure - 1 Year Later — What Should Treasurers Know?
- **Session F:** The Future of Work in a Digital World
- **Session G:** Strategies on Leveraging Municipal Grant Funding
- **Session H:** How to Engage Non-Financial People — Letters and Pictures, Not Numbers



Visit [mfoa.on.ca/acd](https://mfoa.on.ca/acd) to view the most up to date session abstracts and speaker bios

**MFOA has identified 6 learning themes to help you target your learning needs.**

- Accounting, Auditing, Financial Reporting
- Budgeting, Revenue Sources
- Long Term Financial Planning, Asset Management
- Performance Management/Measurement
- Risk Management
- Strategic Management/Leadership

*“Knowledge is an unending adventure at the edge of uncertainty.”*

– Jacob Bronowski





## FRIDAY, SEPTEMBER 20, 2019

### Conference At A Glance

- Economic Update – 0.75 CPD hours
- Closing Keynote Speaker

#### Concurrent Sessions: 9:15 AM – 10:15 AM 1.0 CPD hours

- **Session I:** Long-term financial planning: York Region perspective
- **Session J:** If you build it, will people come? How to develop meaningful performance metrics that drive performance.
- **Session K:** Smart Cities
- **Session L:** Municipalities as Prudent Investors

#### Concurrent Sessions: 10:45 AM – 11:45 AM 1.0 CPD hours

- **Session M:** Robots in the Finance Department: Freedom From Drudgery
- **Session N:** Tax Registrations 101
- **Session O:** Developing Tomorrow's Leaders
- **Session P:** 123s of ABCs (Agencies, Boards, Commissions)

Visit [mfoa.on.ca/acd](https://mfoa.on.ca/acd) to view the most up to date session abstracts and speaker bio's

### ATTEND TUESDAY – FRIDAY

to qualify for up to 16  
hours of CPD credits!  
Certificate available  
upon request.



“Faith means living with uncertainty – feeling your way through life,  
letting your heart guide you like a lantern in the dark.”

- Dan Millman





Registration will take place in the **Pavilion Conference Center**, at the Activity Desk (close to the main lobby)  
**Tuesday, September 17 at 11:30 AM - 1:00 PM**  
**Wednesday, September 18 at 8:00 AM - 9:00 AM AND 4:00 PM - 5:00 PM**  
**Thursday, September 19 at 7:15 AM - 8:15 AM**

<b>PRICE FREEZE!</b>	<b>Register by July 31, 2019 and receive your EARLY BIRD MEMBER DISCOUNT</b>	<b>MFOA MEMBERS</b>	<b>NON MEMBERS</b>
<b>NEW! Package 1</b> Two Day Conference + Two Half-Day Wednesday Workshops + One Half-Day Tuesday Session	<b>\$1,100 + HST BEST VALUE!</b>	\$1,150.00 + HST	\$1,545.00 + HST
<b>Package 2</b> Two Day Conference + Two Half-Day Wednesday Workshops	\$950.00 + HST	\$1,000.00 + HST	\$1,395.00 + HST
<b>Package 3</b> Two Day Conference + One Half-Day Workshop	\$925.00 + HST	\$975.00 + HST	\$1,200.00 + HST
<b>Package 4</b> Two Day Conference	\$725.00 + HST	\$775.00 + HST	\$925.00 + HST
<b>NEW! Package 5</b> Live Stream Two Day Conference Individual 2-5 people = 20% discount per person 6-9 people = 25% discount per person 10 + people = 30% discount per person	\$650.00 + HST	\$675.00 + HST	\$825.00 + HST
<b>COMPANION</b> Wednesday Opening Networking Reception	n/a	\$65.00 + HST	\$65.00 + HST
<b>COMPANION</b> Gala Dinner & Entertainment	n/a	\$145.00 + HST	\$145.00 + HST
<b>COMPANION</b> Breakfast & Lunch (Per day)	n/a	\$85.00 + HST	\$85.00 + HST

#### REGISTRATION FEE & INCLUSIONS:

(MFOA HST Registration No. R122766876)

Registration fees include all business sessions for the selected conference package, and the additional inclusions listed below. Separate charges apply for hotel accommodations.

**Tuesday - Package 1:** Lunch, PM Refreshment Break

**Wednesday - Package 1-2:** Breakfast, AM Refreshment Break & Lunch; **Package 1-3:** PM Refreshment Break, Dinner on Your Own, Opening Reception with Hors D'oeuvres & Drinks.

**Thursday - Package 1-4:** Breakfast, Lunch, AM/PM Refreshment Breaks, Opening Reception with Hors D'oeuvres & Drinks, Cocktail Reception & Gala Dinner

**Friday - Package 1-4:** Breakfast, AM Refreshment Break, Lunch

## HOW TO REGISTER

### REGISTER ONLINE

**MFOA Members** can register with a valid username, password and credit card. (Visa/Mastercard) and now we accept payment via PayPal.

**Non Members** can register by first creating a profile, then proceed through the registration process.

Please make your concurrent selections when registering, as spaces fill quickly!

If you have any questions, please contact our Office Administrator at 416-362-9001 x 224 or [office@mfoa.on.ca](mailto:office@mfoa.on.ca)

### ACCOMMODATION

#### Hotel Rooms Fill Up Quickly, Book Early!

This year the conference will be held at the beautiful Deerhurst Resort in Huntsville. Conference registration does not include accommodation. MFOA has secured preferred rates at Deerhurst Resort and Hidden Valley Resort starting from \$179.00 +HST. Please reserve by **Wednesday, July 17** to ensure rate availability.

#### NEW in 2019!

Our room block includes a selection of two and three bedroom condos with a common living room, dining area, and kitchen. A two-person unit contains two bedrooms and two restrooms; a three-person unit contains three bedrooms and three restrooms.

If you are interested in a two or three bedroom condo, **and require split billing**, please note the following steps in order to finalize your booking:

1. All names in the unit must be provided to the resort upon initial reservation.
2. Each individual who is in the shared room must call the reservations line listed below and will be required to provide payment information at this time.
3. Each individual will be provided with their own reservation number.

### TWO WAYS TO RESERVE ACCOMMODATION

1. Call the reservations line. Be sure to state that you are part of the Municipal Finance Officers' Association Conference and identify yourself as a delegate.  
Deerhurst Resort: toll free at 1-800-461-4393  
Hidden Valley Resort: 705-789-2301, toll free at 1-800-465-4171
2. [CLICK HERE](#) to book online

**NEW!** MFOA is once again pleased to offer our Live Stream option this year. Attend virtually from your desk and select your concurrent sessions!



### PRE-CONFERENCE EXTENDED STAY HOTEL: SPECIAL OFFER

Deerhurst Resort is pleased to extend to you our special delegate rate three nights prior to and after the conference! Note: offer is based upon hotel availability.

### ACCESSIBILITY

The entire facility is completely accessible, including the garage to the meeting space, either by ramp or elevator. There are two wheelchair accessible hotel rooms. Please contact [abigail@mfoa.on.ca](mailto:abigail@mfoa.on.ca) should you require any assistance to this matter before the conference.

### FREE TIME ACTIVITIES

Up to 15% off any on-site resort activity for members, including golf and spa.

[CLICK HERE](#) to learn about all of the exciting on-site activities offered at Deerhurst Resort.

### NEW! PROFESSIONAL HEADSHOTS PHOTO BOOTH

Need a new LinkedIn photo? Get your professional headshot taken, courtesy of MFOA's New Professionals Network Committee. The photo booth will be located outside of the Peninsula Room for a limited time only, on a first come, first served basis.

**Date:** Thursday, September 19 @ 11:00 AM – 7:30 PM

### Important Notice Photography and Video Disclaimer:



Photographs and videos of attendees may be taken throughout the conference. These photos/videos are property of the MFOA and may appear on future marketing or promotional material. By registering for the conference, you consent to being included in photograph/video. Please contact the event organizer if you have any concerns.

## SCAM ALERT

Please note in past years we have had non-accredited organizations contacting individuals regarding the MFOA Conference. These companies may offer to help book your guest rooms for our conference at a discounted rate. MFOA is not affiliated with any of these groups. Please do not provide them your personal information or credit card details. MFOA has arranged room blocks directly with Deerhurst Resort and Hidden Valley Resort. You can book your room using the online link provided above or contacting the reservation line directly.