



**Change.
Challenge.
Opportunity.**



**Municipal Finance Officers' Association of Ontario
Virtual Annual Conference & AGM
September 22 - 25, 2020
PLUS access to all Pre Conference sessions August 25 - September 17**

CONFERENCE HIGHLIGHTS

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



**MUNICIPAL FINANCE
OFFICERS' ASSOCIATION
OF ONTARIO**



DOUG GRIFFITHS

President, 13 Ways Inc.
Bestselling Author of
13 Ways to Kill Your Community



CARLA RIEGER

CEO, The Artistry of
Change Consulting Inc.

MESSAGE FROM OUR PRESIDENT

Dear Colleagues,

Welcome to MFOA's first ever Virtual Annual Conference!

Our theme this year is 'Change. Challenge. Opportunity.' – an apt description of 2020, which has been a year of many changes and difficult challenges. The Virtual Annual Conference is a key example of MFOA's resilience as we continue to deliver on our commitment to providing quality training and invaluable networking opportunities for all of our members and partners.

This virtual experience will keep with our tradition of offering a diverse agenda of excellent education sessions, a first-class exhibitor showcase that offers opportunities to meet with our business partners, and social events to provide attendees with a chance to network, make new connections, and catch up with old colleagues. We are also pleased to have two esteemed keynote speakers, Doug Griffiths and Carla Rieger, to share their expertise and insights with us.

I encourage you to take the time to visit our exhibitor showcase to add to your conference learning experience and help us extend a special recognition to this year's sponsors for their support.

Thank you for taking the time to join us this year. MFOA values your continued participation in our conference.

I look forward to 'seeing you' online!



Trevor Pinn, CPA, CA

President
MFOA



PRE-CONFERENCE SESSIONS

WEEK 1

Tuesday, August 25 at 12:00 – 1:00 PM

**Fraudulently Induced Transfer –
A Growing Concern for Municipalities**

1.0 CPD hours

Fraud today had become much more sophisticated and complex with fraudulently induced transfer crimes (otherwise known as social engineering) trending in today's marketplace. We see the news headlines across the county. What is this costing municipalities? Typically, social engineering falls into a gap between your cyber and crime policies. Do you know if you're covered? How do you educate staff? These issues and more will be addressed in our session.

Speaker:

Jessica Jaremchuk, Director, Risk Management Services, Frank Cowan Company

Wednesday, August 26 at 12:00 – 1:00 PM

**Public Engagement through a Multi-Year
Budget: City of London's Second Journey**

1.0 CPD hours

In 2019, the City of London embarked on its work to develop, table and approve its second four-year Multi-Year Budget. A vital part of this process included and continues to include the development and delivery of public engagement activities focused on the municipality's budget. Join us for this session as representatives from the City of London share with you the process of development and implementation of their public engagement activities, including a summary of approach, what worked well, what didn't, and where their respective plan goes forward as they continue through their budget cycle and relevant engagement journey.

Speakers:

Martin Galczynski, Manager, Financial Planning & Policy, City of London

Zeina Nsair, Manager, Financial Modelling, Forecasting & Systems Control, City of London

Thursday, August 27 at 12:00 – 1:00 PM

**Conversations that Connect:
COVID-19 Actions and Reactions**

1.0 CPD hours

Join panelists from the Ontario Municipal Tax & Revenue Association (OMTRA) for a discussion that examines how municipalities are facing the very real municipal revenue implications of the COVID-19 pandemic. This session will share the experiences of small, medium and large Ontario municipalities as they develop plans to re-open municipal facilities, how collection processes have changed, revenue implications and strategies for long-term recovery plans. Additional topics include a coverage of how traditional payment methods may change, how municipalities are managing the collection of water arrears, and forecasting payment and default rates, and adjusting user fee revenues.

Panelists:

Casey Brendon, Director, Revenue Services Division, City of Toronto

Clayton Pereira, Deputy Treasurer/Manager of Budgets and Planning at Town of Whitchurch-Stouffville

Maureen Zabiuk, Manager of Property Tax and Assessment, City of Vaughan

Wendy Stephanson, Chief Financial Officer, City of Ottawa

Connie Mesih, Director, Revenue & Material Management, City of Mississauga

Moderated by:

Steven Radenic, Supervisor, Assessment Base Management, Town of Milton

Thursday, August 27 at 2:00 - 3:00 PM

Property Tax: A Reorientation and Look Forward

1.0 CPD hours

When 2020 began, the big news in property tax was that we were going into the final year of the assessment cycle and starting to prepare for the reassessment that was on the horizon. The need to pivot to other issues and challenges came on quickly. Like the original intent for this session, the property tax agenda of early 2020 is largely irrelevant at the moment. So, rather than a reassessment refresher, we will look at where 2020 has taken us, where it has left us and where we might go from here with regards to every municipality's largest revenue source. This includes:

- A look back at the challenges and solutions that evolved during 2020;
- Considering longer term relief, deferrals and/or transitional property tax measures for residents and business (or not);

- What we might want to see and not want to in terms of Provincial policy measures;
- How the "taxation" status of the property tax may be more important now and why we may want to look at non-tax revenue sources a little differently in an uncertain era; and
- Considering what the reassessment looks like in a post COVID real estate reality and what the pause means for 2021

The overall objective of this session will be to provide Municipal Finance Officers with a foundation on which to consider and reflect where 2020 has taken and left their local property tax regime and how to plot a strategic path forward.

Speaker:

Peter Frise, Vice President, Municipal Tax Equity Consultants Inc.

Visit our Conference Website at www.mfoa.on.ca/ac to access all of your conference resources. Access the conference schedule, connect with delegates & exhibitors, download presentations, and much more..!

Follow us on Twitter @MFOAOntario and tweet us using **#MFOA2020**



WEEK 2

Tuesday, September 1 at 12:00 - 1:00 PM

Tax Sales: Post-Lockdown Considerations

1.0 CPD hours

The lockdown and suspension of timelines has raised a number of issues, including:

- Concerns about delaying tax sales
- Concerns about proceeding with tax sales
- Social distancing at tender openings and auctions
- Recalculating deadlines—which ones were suspended, which ones were not

Please join us for an informative presentation and question and answer period.

Speakers:

Jeff Oberman, President, Realtax

Mary MacCallum, Tax Sale Consultant, Realtax

Thursday, September 3 at 12:00 - 1:00 PM

How to Build Asset Management Maturity While Working Towards O.Reg. Compliance

1.0 CPD hours

Over the next few years, Ontario municipalities have the opportunity to build lifecycle and risk frameworks in tandem with completing their AMPs, which will standardize levels of service. This ensures the AMP itself is more comprehensive, while also allowing the municipality to minimize corporate risk, extend the life of assets, define a level of service, and derive greater value for money through their infrastructure investments.

Speaker:

John Murray, General Manager, Asset Management Strategy & Performance, PSD – Research Consulting Software

Wednesday, September 2 at 12:00 - 1:00 PM

Asset Retirement Obligations

1.0 CPD hours

Municipalities are facing an unprecedented change in the Public Sector Accounting standards. The ARO standard is a couple years away, and many critical scoping decisions need to be made soon to support timely implementation. At the same time, municipalities will also be adopting PSAB's standards on financial instruments (2022), and revenues (2023). Is your municipality ready for this substantial change in reporting demands? What actions should you be taking now to get asset retirement obligation implementation on track?

Speaker:

Bailey Church, Partner, KPMG

WEEK 3

Tuesday, September 8 at 12:00 – 1:00 PM

What Municipal Finance Officers Need to Know About Planning

1.0 CPD hours

Over the past several decades, the Province of Ontario has experienced rapid growth, placing pressure on municipal services and infrastructure and ultimately, revenue sources. Managing growth in an effective manner requires an understanding of how municipalities plan for development in the context of demographic, economic and social characteristics, while also balancing strategic council policies. Importantly, recent changes to the Development Charges Act and Planning Act now require a greater level of coordination and understanding between municipal finance and planning departments in order to facilitate development charges (DCs) and community benefits charges (CBCs), which are key revenue sources for communities. This session will provide municipal finance officers with an understanding of growth management principles in Ontario and the related implications on municipal finance activities.

Speakers:

Craig Binning, Partner, Hemson
Russell Mathew, Partner, Hemson

Wednesday, September 9 at 12:00 – 1:00 PM

Political Acuity (based on the CAMA Political Acumen Toolkit)

1.0 CPD hours

“Recommending the unacceptable is not a great way for a public servant to make a living.” – Peter Wallace former City Manager of Toronto on recommending tax rate increases to Council.

The Canadian Association of Municipal Administrators (CAMA) was pleased to launch its Political Acumen Toolkit in 2019. This online toolkit supports CAOs, direct reports and the next generation of leaders that are already in local government jobs and provides advice on the following topics: Administration & Council, Residents & Ratepayers, Inter-municipal, Provincial,

Federal, and Media. A change in Council, Provincial government or public opinion can present challenges and opportunities. A strategic finance officer who is aware of the political context (“power structures, motivations and influences in the municipal decision-making process”) within which she/he operates can learn to redirect resources to seize opportunities. In demonstrating that you understand Council, the Province and the public’s concerns, you can also build the trust you need to make inroads on the challenges. This session will focus on:

- a high-level overview of the toolkit and positively managing Council, Federal/Provincial, and Public relationships;
- the importance of political acuity and the role that it plays in the day-to-day dealings of local government;
- tips to help you succeed and survive the challenges and unexpected situations presented by elected officials.

Speaker:

Beverly Hendry, CAMA Treasurer/Board Member-At-Large & CAO, Township of West Lincoln

Wednesday, September 9 at 2:00 – 3:00 pm

MPAC – Valuing Ontario Together

1.0 CPD hours

The COVID-19 pandemic tested and strengthened MPAC’s partnership with municipalities and our commitment to supporting you. We are taking a future oriented approach to support, with a focus on new cost-effective ways to collect and share data while also meeting our service level standards. Join us to learn how we will come out of this crisis a more agile and resilient organization that impartially values over 5 million properties in Ontario.

Speakers:

Carmelo Lipsi, Vice President and Chief Operating Officer, MPAC

Mary Dawson-Cole, Director, Municipal and Stakeholder Relations (Acting), MPAC

WEEK 4

Tuesday, September 15 at 12:00 - 1:00 PM

Water and Wastewater Services – Dealing with the Financial Impacts of COVID-19

1.0 CPD hours

COVID-19 and its associated measures are having a significant impact on people and businesses. Municipalities are no exception. All orders of government have been demonstrating leadership, providing relief, and stability to citizens while continuing to provide vital services. Some municipalities have and are looking at options to provide ratepayers with financial relief through billing deferrals, suspension of interest and penalties on overdue receivables, delay/reduce DC payments, etc.

The MFOA session will discuss some options for expenditure and revenue management along with a discussion of the short/medium term impacts these options may have on the Water/Wastewater utility. Topic areas include: expenditure policy options, rethinking your reserve funds, short-term/long-term debt considerations, rate reductions, financial implications, and more...

Speaker:

Gary Scandlan, Director and Managing Partner, Watson & Associates Economists Ltd.

Thursday, September 17 at 12:00 - 1:00 PM

Best Practices in Communicating Financial Information

1.0 CPD hours

Annual Reports and Budget Books are large, complex documents. They attempt to communicate a lot of information to the reader either about the past or outlines of plans for the future. This information is of critical importance if council and senior management are to make the right decisions. This presentation will provide examples of what can go wrong when data isn't communicated well. It will outline some of the best practices designed to ensure that your financial reports provide as much valuable information in as useful a format as possible.

Speaker:

Jamie Black, President, F.H. Black & Company Incorporated

2020 SPEAKER GIFTS:

MFOA would like to thank our speakers for taking the time to share their expertise with our delegates. As a reflection of our gratitude, a donation to AMO's Youth Engagement Strategy has been made on behalf of our speakers. The goal of this program is to increase the participation of youth in municipal finance through the Youth Fellows Program and other youth-engagement related programming.

PLENARY CONFERENCE SESSIONS

Tuesday, September 22

8:00 AM - 8:10 AM

Conference Opening


8:10 AM - 12:30 PM

Ethics Workshop (with 2 x 10-minute breaks) 4.0 CPD hours

GFOA's new code of ethics outlines the values that are essential to building trust in our communities, but putting these values into action can sometimes be difficult. In fact, ethical tragedies are often the result of people who sit silently on the sidelines afraid or uncertain of what to do about a transgression. In this session, you will learn a distinctive new approach to these situations called "Giving Voice to Values" by discussing real-life scenarios of ethical challenges that have occurred in governments.

Speaker:

Shayne Kavanagh, Senior Manager of Research,
GFOA US



Satisfies mandatory
4-hour ethics training
required by CPA

Wednesday, September 23

8:00 AM - 8:10 AM

Conference Opening

8:10 AM - 11:30 AM

Updates Session

3.0 CPD hours

Once again MFOA has prepared 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 2020, 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!

Question and answer period and a 15-minute break will be included.

PSAB (Public Sector Accounting Board)
Ministry of Finance
Ministry of Infrastructure
OMERS
MPAC (Municipal Property Assessment Corporation)

11:30 AM - 12:15 PM

Discussion Forums by Population Size

0.75 CPD hours

Forum 1 - Population 100,000+
Forum 2 - Population 10,000 - 100,000
Forum 3 - Population Under 10,000

Collaborate, discuss and engage in meaningful discourse with other similar-sized municipalities. Ask questions, share information and discuss issues affecting your municipality. This is an informal discussion forum designed to benefit you. The agenda topics are developed by the questions, topics and/or concerns that you have provided to us upon registration.

Thursday, September 24

8:00 AM - 8:15 AM

Conference Opening

8:15 AM - 9:15 AM

Keynote Speaker

Everything is About to Change

1.0 CPD hours



Doug Griffiths

President, 13 Ways Inc.
Bestselling Author,
13 Ways to Kill Your Community

Disruptions have impacted almost every industry, but our communities have remained relatively unchanged in the last 50 years. Until now. 2020 has changed everything, and Doug has spent his life in government and emergency management to help guide communities through this. There are some simple tools that Doug Griffiths can provide to help audiences navigate through change and uncertainty.

Your audience will:

- Feel shock about the change coming to their community;
- Understand why they and others resist change, even when it is inevitable;
- Realize the greatest challenge to their community/organization is in not being prepared;
- Focus on what they can control;
- Engage their community to feel the positive changes undertaking to deal with uncertainty;
- Learn to address every element of a community that is affected by these changes

Thursday, September 24 Cont'd

9:15 AM – 9:45 AM

Social Equity and Municipal Finance

0.5 CPD hours

"Local and regional government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change." - Local and Regional Government Alliance on Race & Equity

For many the question is: where do I begin? Following a short plenary session, join one of three forums to discuss: (a) data collection opportunities and challenges; (b) bringing equity into the budgeting process; and (c) leading transformational change at your organization.

Speakers:

Aina-Nia Grant,

Director, Community Resources Section,
City of Toronto

Koffi Dessou

DBA, Deputy Director – Office of Equity and Human Rights,
City of Portland

9:45 AM – 10:00 AM

Discussion Forums – Social Equity and Municipal Finance

10:00 AM – 10:45 AM

Discussion Forums – Social Equity and Municipal Finance

0.75 CPD hours

Topic 1 – Data Collection Opportunities and Challenges

Topic 2 – Bringing Equity Into the Budgeting Process

Topic 3 – Leading Transformational Change at your Organization

10:45 AM – 12:15 PM

MFOA's 'What Have We Done for You Lately'

MFOA works to anticipate current and future resource and training needs of municipal finance officers. Learn more about current MFOA initiatives and ideas we have in the pipeline to benefit you.

Annual General Meeting

Announcement of 2021 Board and Financial Overview

MFOA Awards

Join us for our annual awards ceremony to help us recognize and congratulate our 2020 Award Winners who have made significant contributions with the sector and MFOA.

5:15 PM – 6:00 PM

ONE Investment Virtual Wine Tasting Event

Join us for the ONE Investment Sponsored Social Event that you don't want to miss. Stay tuned for more details!



Friday, September 25

8:00 AM – 8:15 AM

Conference Recap & Opening Remarks

8:15 AM – 9:00 AM

BMO Economic Update

0.75 CPD hours

In this session, we will review the current trends in the provincial economy with a focus on the implications for Ontario municipalities, both large and small.

Speaker:

Douglas Porter, Chief Economist, BMO Financial Group

9:00 AM – 10:00 AM

COVID-19: A Collaborative Recovery Framework

1.0 CPD hours

As members of a two-tier government structure, the Township of Wilmot and Region of Waterloo have worked collaboratively through the significant fiscal and economic challenges presented by the COVID-19 pandemic. Through their consistent approaches and joint-advocacy efforts, all eight (8) municipalities within the Region of Waterloo are finding ways to recover and re-build their local economies through these unprecedented times.

Speakers:

Craig Dyer

Commissioner, Corporate Services and Chief Financial Officer,
Regional Municipality of Waterloo

Patrick Kelly

Director of Corporate Services / Treasurer,
Corporate Services, Township of Wilmot

10:00 AM – 10:15 AM

Refreshment Break & Connect with our Exhibitors

10:15 AM – 11:00 AM

Informal Networking Discussion

Join us for the opportunity to network with fellow conference attendees, reconnect with colleagues and make new connections.

Evaluations – a chance to WIN great prizes!

We want your feedback. To ensure that each MFOA Annual Conference provides you with the most valuable and enjoyable experience possible, and to help us continuously improve our service to you, we are asking for your feedback in the form of evaluations. Conference attendees will be emailed a feedback survey following the conference.

Friday, September 25 Cont'd

11:00 AM - 12:00 PM

Keynote Speaker

The Art of Change: The Top 3 Habits of Highly Resilient and Innovative People



Carla Rieger

CEO, The Artistry of Change Consulting Inc.

What happens on your team when challenge hits? Do some people get reactive and waste time focusing on the problem instead of working on the solution? If so, then this presentation is for you. The #1 skill you need to be indispensable at work now is—the ability to unlearn and relearn again. As the world changes at faster rates, people desperately need practical tools to shift their mindset (and inspire others to do the same) to be appropriate to the situation. After 11 years of research we have identified the top 3 mindset practices of people who tend to stay innovative, solutions-oriented, adaptive, centered, healthy, communicative and proactive in the face of constant change. We call these people “Change Artists”. The skills of a Change Artist don’t actually need to be learned. They are innate skills that you just need to remember to access. These practices require hardly any extra time during your day, and simply train your brain to stay in as high a performance state as possible, no matter what is going on around you. During this engaging and practical program your group will discover how to: understand different personality styles when it comes to handling change; shift a reactive mindset to a problem-solving mindset; turn complaints, resistance and setbacks into tools for positive change; create the structures that inspire a culture of innovation.

12:00 PM - 12:15 PM

Closing Remarks from the Chairperson

CORPORATE AND ANNUAL CONFERENCE SPONSORS

MFOA would like to thank our sponsors for their generous support

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ABOUT OUR EXHIBITORS

Thank you to MFOA's exhibitors for participating in our 2020 Virtual Annual Conference. We encourage you to take the time to virtually connect with our exhibitors at www.mfoa.on.ca/ac throughout the Plenary Sessions on September 22 - 25.



Assetic

Assetic powered by Dude Solutions, delivers strategic asset management solutions that optimize large-scale infrastructure portfolios. Having delivered over 500 projects internationally, across CA\$200bn of assets in the Municipal, Transport, Housing, Education and Utilities sectors, Assetic is the market leader in strategic asset management.



BMO Nesbitt Burns Inc.

BMO is Canada's oldest bank, founded in 1817. As a part of BMO Financial Group, BMO Nesbitt Burns has the expertise to manage the most sophisticated wealth needs.



CPA Canada

Chartered Professional Accountants of Canada (CPA Canada) is one of the largest national accounting organizations in the world, representing more than 210,000 members. CPA Canada, created through the unification of three legacy accounting designations, is a respected voice in business, government, education and non-profit sectors and champions sustainable economic growth and social development.



Dixon Actuarial Services Inc.

Dixon Actuarial Services Inc. provides employee future benefit valuation services to public sector organizations. Our firm specializes in the valuation of post-employment benefit programs, including retiree benefits, accumulated sick leave, LTD and WSIB benefits. The numbers you need. The service you want.



F.H.Black & Company Incorporated | CaseWare International Incorporated

Sponsor

For 25 years, F.H. Black & Company Incorporated has worked with government finance and budget departments to crush waste, & eliminate inefficiency through the selection & implementation of technology, by improving business processes, and providing support services. FHB is the sole authorized provider of training and implementation services for CaseWare's government solutions in Canada. Website: www.fhblackinc.com.

CaseWare International Incorporated solutions combine the power of automation with secure collaborative tools to help finance departments reach new levels of productivity. Trusted by over 400,000 users in 130 countries.

Website: www.caseware.com



GrantMatch

The GrantMatch Team are experts at executing winning government funding strategies for forward thinking municipalities in Ontario. Our industry exclusive GrantMatch™ funding platform offers communities the best chance at grant funding success to support their growth.



Hemson

Sponsor

Since 1983, Hemson Consulting has provided expert advice in the areas of planning policy, municipal finance, 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 as well as numerous projects for the Province of Ontario. Hemson has built its reputation on providing balanced, objective and thoroughly researched advice.



Infrastructure Ontario

The Infrastructure Ontario Loan Program has helped support more than \$17 billion in local infrastructure investments across Ontario. It provides affordable, long-term financing to public sector clients, allowing them to modernize and renew their infrastructure.



Johnson Controls Canada Ltd.

We partner with municipalities to maximize their budgets by renewing facility infrastructure, reducing the environmental impact of facilities and providing secure environments for constituents and employees. We help extend the life of cities' infrastructure, minimize lifecycle costs and improve performance through the implementation of cost effective solutions that provide GUARANTEED RESULTS.



Kinetic GPO

Welcome to Kinetic GPO the National Cooperative Purchasing Solution for the Canadian Public Sector. We make cooperative purchasing as simple as possible, yet our compliant process provides the legally required competition for our contracts. We'll do the work, you save the time and money.

Sponsor



KUBRA

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.



LAS

Innovative Programs and Services for Ontario's Municipalities – Local Authority Services (LAS) is a preferred provider of competitively-priced and sustainable co-operative business services for Ontario municipalities and the broader public sector. LAS helps communities work better.



MNP

MNP offers comprehensive financial services such as: Service Delivery Reviews, Long Range Financial Forecasts, Value for Money Audits, Internal Audit and Forensics. For more information, visit mnp.ca.



Mosey&Mosey

Mosey & Mosey

Leading Edge Employee Benefit Advice – We are here to help you develop your benefit plan philosophy, control plan expenditures and minimize the internal resources required to effectively manage your employee group benefit program. It's quite simple – maximizing every premium dollar saves



MTAG Paralegal Professional Corporation

MTAG Paralegal Professional Corporation (MTAG PPC) provides assessment and appeals management support to Ontario municipalities. It has licenced access to MPAC's provincial income and cost information, which it uses to provide the specialized access to data, innovative tools and insights that municipalities need to optimize their income bases.



Municipal Property Assessment Corporation (MPAC)

The Municipal Property Assessment Corporation (MPAC) is Ontario's property expert. We create and maintain a comprehensive database of information for each of the more than five million properties in Ontario. We are responsible for delivering property values, insights and services to taxpayers, municipalities, governments and businesses.

Sponsor



Municipal Tax Equity Consultants Inc.

Municipal Tax Equity (MTE) Consultants and our affiliate, MTE Paralegal are recognized throughout the Province as dedicated partners to the municipal community and trusted sources of expertise in property assessment, taxation and municipal finance.



**NATIONAL BANK
FINANCIAL**
WEALTH MANAGEMENT

National Bank Financial – Bruton Investment Group

National Bank Financial – Bruton Investment Group provides treasury and investment management advice and brokerage services to Municipalities across Canada. Investment strategies to help municipalities meet their objectives while maximizing investment returns.



**NATIONAL
BANK**

National Bank of Canada

Founded in 1859, National Bank of Canada offers financial services to individuals, businesses, institutional clients and governments across Canada. We are one of Canada's six systemically important banks and among the most profitable banks on a global basis by return on equity.



NUCLEAR WASTE
MANAGEMENT
ORGANIZATION
SOCIÉTÉ DE GESTION
DES DÉCHETS
NUCLÉAIRES

Nuclear Waste Management Organization

The Nuclear Waste Management Organization (NWMO) is responsible for Canada's Plan for the safe, long-term management of used nuclear fuel, in a manner that protects both people and the environment. Learn more at www.nwmo.ca.



Savings | Choice | Service

OECD

OECD is a trusted not-for-profit collaborative sourcing partner for Ontario's education sector, broader public sector, and other not-for-profit organizations. We contract with innovative, reputable suppliers to offer a comprehensive choice of quality products and services, and generate significant savings for our customers.



PaySimply

PaySimply, by Payment Source, provides municipalities 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 and Alipay to pay online, or pay with cash or debit card at any Canada Post outlet. With PaySimply, payments can be made quickly to virtually any municipality in Canada.



PSD – Research Consulting Software

PSD combines enterprise asset management and budgeting software with industry leading consulting services to provide complete support to our clients. Our software – CityWide Enterprise Asset Management – includes a powerful asset register, a CMMS, and fully integrated GIS. CityWide Enterprise Budgeting consists of operating, capital and salary planning modules and a FIR reporting tool. PSD's IAM certified consultants deliver fully compliant asset management plans and develop sustainable asset management programs and strategic frameworks. Our accounting professionals assist with enhanced financial reporting and planning, while also providing direct operational support to municipal finance officers. PSD is the publisher of The Public Sector Digest – the leading publication for asset management, budgeting and climate change adaptation insights.



Questica

Questica Budget suite is fully featured, end-to-end cloud-based operating, capital and salary budgeting and performance measures solution, designed specifically for the public sector. We seamlessly integrate with your existing financial, HR and other systems. Questica is a GTY Technology company (NASDAQ: GTYH) and GovTech 100 company.



Realtax

Realtax has been recovering realty tax arrears for municipalities for over 20 years. Today, the professionals at Realtax administer tax registrations, tax sales, and online marketing for more than 200 Ontario municipalities.



The Tax Team

Since 2008 The Tax Team has been providing effective property tax recovery solutions, purpose built for all of the 444 Ontario municipalities. Whether your municipality is in need of recovery solutions on a permanent or temporary basis, The Tax Team is here to help save your municipality time & money! We are confident in our ability to far surpass your expectations and provide you with first-rate property tax recovery solutions you can count on! Call us today at 1-866-568-2111.



Trane

At Trane, we believe a more efficient world is a more prosperous world. We help make it happen every day by applying our knowledge and energy expertise to reduce energy intensity. Upgrade without capital outlay and achieve sustainable facilities through energy savings.

UNIT4

Unit 4

Unit4 has specialized in software products for service organizations, where people make the difference, since the early 1980s. Our software solutions automate administrative tasks and free up your people to help citizens and communities thrive. Our solutions empower public sector organizations to achieve operational efficiency, deliver transparency, empower employees, and improve citizen services. Unit4 develops industry-leading Enterprise Resource Planning (ERP), Human Capital Management (HCM) and Financial Planning & Analysis (FP&A) solutions.



Watson & Associates Economists Ltd.

Sponsor

Watson & Associates Economists Ltd. is one of Canada's leading economic consulting firms. Established in 1982, we offer a comprehensive range of fiscal planning and policy services to clients in government and the private sector throughout Ontario and beyond. Our unique and dynamic team of specialists has assisted clients from over 250 municipalities, utilities and school boards, as well as private industry, and senior levels of government, to frame their financial and economic strategies. Watson is widely recognized as a leading authority on the fiscal aspects of the municipal government and school board sector. The firm has earned its reputation for quality of analysis, as well as pragmatic and insightful interpretation of the issues we address. We are well known for achieving results that translate into successful outcomes for our clients.



WattsWorth Analysis Inc.

As a Canadian company based in London, Ontario, WattsWorth offers a variety of energy management services to participants in the Ontario market. Their clients include large industrial/commercial companies, electric utilities, merchant generators and municipalities.



WeirFoulds

Sponsor

WeirFoulds is recognized as a leader in the Canadian legal profession. We combine the legal talent associated with top global law firms with the value of a regional firm. WeirFoulds has established itself as the premier regional law firm in Ontario, and has provided strategic, cost-effective and innovative legal advice to our clients since 1860. Our well established municipal law team understands the unique needs of governments and other public bodies and that the challenges they face are different from those faced by private corporations. The team has extensive experience dealing with complex and sophisticated financial transactions involving municipalities in Ontario. Clients turn to WeirFoulds for sound guidance and advice, including a focus on risk management, and assistance in all manner of matters and issues specific to financial transactions concerning municipalities, school boards and financial institutions, dealing with those public sector entities.

Website: www.weirfoulds.com



WFCU Credit Union

As a leading, progressive financial organization, WFCU Credit Union has a dedicated division, WFCU Municipal Services, which offers a full suite of customized products and services designed specifically to meet the banking needs of the MUSH sector.

MFOA COMMITTEES

Thank you to our committees. Your support and expertise are essential to our organization and members.

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and Chief Financial Officer
Town of Gravenhurst

Shelley Stedall

Treasurer/Director of Corporate
Services
Township of North Dumfries

Dan Wilson

Managing Director of Corporate
Services & Treasurer
Township of Centre Wellington

Sandra Zwiers

Director of Financial Services/
Treasurer
County of Essex

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Ashton Romany

Township of Wilmot

Tiffany Farrell

Municipality of Middlesex Centre

Sackeria Jackson-Hinds

Elizabeth Ozga

County of Simcoe

Edward Henley

County of Bruce

James Sabourin

City of Ottawa

Allison Gallant

Town of New Tecumseth

Raquel Gurr

City of Guelph

Angela Li

City of Mississauga

David Baxter

Municipality of Port Hope

Shelley Stedall

Township of North Dumfries

Sandy Calandra

Regional Municipality of Peel

Krista Klesch

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City of Toronto

Patrick Kelly

Township of Wilmot

Maja Kuzmanov

City of Brampton

Cindy Laprade

Township of Rideau Lakes

Eliza McLaren

Regional Municipality of York

Brock Piddle

Municipality of Chatham-Kent

Karyn Smithard-Costanzo

Regional Municipality of Halton

Shira Babins

MFOA

Christine Duong

MFOA

NEW PROFESSIONALS NETWORK COMMITTEE

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County of Northumberland

Kassandra Rocca

Township of Georgian Bluffs

Heidi Wong

Regional Municipality of York

Erin Amirault

Regional Municipality of Niagara

Martin Galczynski

City of London

James Siu

City of Vaughan

Canice Mok

Regional Municipality of York

Samantha Ferno

Township of Tiny

Joel Stapley

Town of Pelham

Chelsea Huber

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Eunice Leung

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COVID-19 PANDEMIC FOCUS GROUP

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Township of Brock

Patrick Kelly

Township of Wilmot

Nandini Syed

Town of Orangeville

Helen Chamberlain

Regional Municipality of Niagara

Apryl Lukezic

City of Greater Sudbury

Bonny Tam

Regional Municipality of York

David Cohen

Regional Municipality of York

Yi Luo

Regional Municipality of York

Rachel Wainwright-van Kessel

Town of Aurora

Sue Dent

Town of Blind River

Andre Morin

Town of St. Marys

Maggie Wang

Regional Municipality of Peel

Suzanna Dieleman**Ken Nix**

Town of Whitby

Heidi Wong

Regional Municipality of York

Adam Found

City of Kawartha Lakes

Trevor Pinn

Municipality of Clarington

Maureen Zabiuk

City of Vaughan

Jennifer Hess

Town of Whitby

Heather Rainville

Township of Wawa

Shira Babins

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Sherona Hollman

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Kim Reger

City of Waterloo

Damaris Lara

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Isabelle Jasmin

City of Ottawa

Shirley Siu

City of Toronto

Christine Duong

MFOA

Ross Jeffery

Town of Gravenhurst

Shelley Stedall

Township of North Dumfries

COMMUNITY BENEFITS CHARGE/DEVELOPMENT CHARGES WORKING GROUP

Town of Ajax
Town of Aurora
City of Barrie
City of Brampton
County of Brant
City of Brantford
City of Burlington
Town of Caledon
City of Cambridge
Municipality of Clarington
Regional Municipality of Durham
City of Greater Sudbury
County of Grey
City of Guelph
Regional Municipality of Halton
Town of Halton Hills
City of Hamilton
City of Kawartha Lakes

City of London
Township of Loyalist
City of Markham
Town of Milton
City of Mississauga
Town of Newmarket
Regional Municipality of Niagara
Town of Oakville
Town of Orangeville
City of Ottawa
County of Oxford
Regional Municipality of Peel
Township of Puslinch
City of Quinte West
Township of Rideau Lakes
Township of South Frontenac
City of St. Thomas
City of Toronto

City of Vaughan
Township of West Lincoln
Regional Municipality of Waterloo
Town of Whitby
Regional Municipality of York
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MFOA VIRTUAL PRE-CONFERENCE SESSIONS - CALENDAR-AT-A-GLANCE

WEEK 1	
TUESDAY, AUGUST 25	
12:00 PM - 1:00 PM	Fraudulently Induced Transfer - A Growing Concern for Municipalities
WEDNESDAY, AUGUST 26	
12:00 PM - 1:00 PM	Public Engagement through a Multi-Year Budget: City of London's Second Journey
THURSDAY, AUGUST 27	
12:00 PM - 1:00 PM	Conversations that Connect: COVID-19 Actions and Reactions
2:00 PM - 3:00 PM	Property Tax: A Reorientation and Look Forward
WEEK 2	
TUESDAY, SEPTEMBER 1	
12:00 PM - 1:00 PM	Tax Sales: Post-Lockdown Considerations
WEDNESDAY, SEPTEMBER 2	
12:00 PM - 1:00 PM	Asset Retirement Obligations
THURSDAY, SEPTEMBER 3	
12:00 PM - 1:00 PM	How To Build Asset Management Maturity While Working Towards O.Reg. Compliance
WEEK 3	
TUESDAY, SEPTEMBER 8	
12:00 PM - 1:00 PM	What Municipal Finance Officers Need to Know About Planning
WEDNESDAY, SEPTEMBER 9	
12:00 PM - 1:00 PM	Political Acuity (based on the CAMA Political Acumen Toolkit)
2:00 PM - 3:00 PM	MPAC - Valuing Ontario Together
WEEK 4	
TUESDAY, SEPTEMBER 15	
12:00 PM - 1:00 PM	Water and Wastewater Services - Dealing with the Financial Impacts of COVID-19
THURSDAY, SEPTEMBER 17	
12:00 PM - 1:00 PM	Best Practices in Communicating Financial Information

MFOA VIRTUAL PLENARY SESSIONS - CALENDAR-AT-A-GLANCE

TUESDAY, SEPTEMBER 22	
8:00 AM - 8:10 AM	Conference Opening
8:10 AM - 12:30 PM	Ethics Workshop (includes 2 x 10-minute breaks)
WEDNESDAY, SEPTEMBER 23	
8:00 AM - 8:10 AM	Conference Opening
AM: 8:10 AM - 11:30 AM (includes 15 minute break)	Updates Session: <ul style="list-style-type: none"> PSAB (Public Sector Accounting Board) MPAC (Municipal Property Assessment Corporation) OMERS Ministry of Finance Ministry of Infrastructure
11:30 AM - 12:15 PM	Discussion Forum - What Keeps You Up At Night? 1: 100,000+ 2: 10,001 - 100,000 3: Under 10,000
THURSDAY, SEPTEMBER 24	
8:00 AM - 8:15 AM	Conference Opening
8:15 AM - 9:15 AM	KEYNOTE SPEAKER: Doug Griffiths 'Everything is About to Change'
9:15 AM - 9:45 AM	Social Equity and Municipal Finance
9:45 AM - 10:00 AM	Refreshment Break & Connect with our Exhibitors!
10:00 AM - 10:45 AM	Discussion Forum - Social Equity and Municipal Finance Topic 1: Data collection opportunities and challenges Topic 2: Bringing equity into the budgeting process Topic 3: Leading transformational change at your organization
10:45 AM - 12:15 PM	'What Have We Done For You Lately' & AGM & Awards Presentation
5:15 PM - 6:00 PM	ONE Investment's Virtual Wine Tasting Event 
FRIDAY, SEPTEMBER 25	
8:00 AM - 8:15 AM	Conference Re-Cap & Opening Remarks
8:15 AM - 9:00 AM	Economic Update
9:00 AM - 10:00 AM	COVID-19: A Collaborative Recovery Framework
10:00 AM - 10:15 AM	Refreshment Break & Connect with our Exhibitors!
10:15 AM - 11:00 AM	Informal Networking Discussion
11:00 AM - 12:00 PM	KEYNOTE SPEAKER: Carla Rieger 'The Art of Change: the Top 3 Habits of Highly Resilient and Innovative People'
12:00 AM - 12:15 PM	Closing Remarks from the Chairperson