

# canadian 2016

Public Sector Lean Summit



**April 17-19, 2016**  
**Fredericton, New Brunswick**

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## WHY ATTEND?

The 2016 Canadian Public Sector Lean Summit will be hosted in Fredericton, New Brunswick from April 17 to 19, 2016 at the Fredericton Convention Centre. This event will bring together a network of public sector individuals, organizations, and companies from across Canada. The theme is “Building Resilient and Sustainable Communities Using Lean Six Sigma and Asset Management”.

The summit showcases the latest innovations and continuous improvement principles in government. Participants will interact with keynote speakers, subject matter experts, and fellow practitioners to find out how Lean Six Sigma and innovative asset management practices have made a positive change in organizational culture, service delivery, and the bottom line.

Top 10 Reasons Why You Should Attend The Canadian Public Sector Lean Summit:

1. Learn current Canadian Lean Six Sigma and Asset Management strategies from some of the industry's best.
2. Produce dramatic savings in your organization's budget.
3. Keynote speaker Dr. Alan G. Robinson!
4. Network with public sector leaders that have the same issues as you.
5. Refocus and inspire your own initiatives by learning from some of the best in the public sector.
6. Advance your career by learning best practices in the emerging fields of asset management & Lean Six Sigma.
7. Get detailed examples of Lean projects from those who work in the public sector.
8. Find out how you can make your city or province sustainable without slashing services to the public.
9. Explore the benefits of asset management and learn how to fund your asset management programs.
10. Experience Fredericton's maritime hospitality.



# ABOUT ASSET MANAGEMENT

## WHAT IS ASSET MANAGEMENT?

Asset Management is the process of procuring, monitoring, maintaining and rationalizing infrastructure.

It involves determining the most appropriate infrastructure in order to provide the services intended and then cost-effectively maintaining that infrastructure over its useful life. It requires that there is sufficient funding for life-cycle costs, including on-going maintenance and eventual replacement to ensure that the infrastructure is sustainable into the future to provide a predetermined service level.

# ABOUT LEAN/SIX SIGMA

## WHAT IS LEAN/SIX SIGMA?

Lean/Six Sigma is an internationally-recognized, project-based methodology that focuses on eliminating non value-added work and errors, reducing variation and increasing efficiency and effectiveness of processes. The result is improved service delivery, giving better value for the customer at reduced costs. Although these methodologies have their roots in Toyota's post World War II manufacturing operations (the Toyota Production System) and with leading thinkers such as W. Edward Demings, it has had wide-spread successful application in the public and service sectors, municipal government, health-care and education. This approach creates a culture of continuous improvement and enhances employee engagement throughout the organization, leading to a better understanding of customer requirements and more efficient and effective services.

# CONFERENCE REGISTRATION

Early Bird Rate (Deadline: February 1, 2016): \$600.00

Regular Registration: \$750.00

The registration fee includes all Conference sessions, tradeshow, opening reception, breakfasts, refreshment breaks, lunches, and Maritime Down East Night. Additional tickets to the Maritime Down East Night (\$125.00) can be purchased.

Please sign up using our online registration form:

<https://www.civicinfo.bc.ca/event/2016/CDNLeanSummit>

# ACCOMMODATIONS



The 2016 Canadian Public Sector Lean Summit has secured a block of rooms at the [Crowne Plaza Fredericton Lord Beaverbrook Hotel](#) located at 659 Queen Street in Fredericton's downtown across from the Fredericton Convention Centre.

**The following special Conference rate will be offered:**

**Traditional Room – \$140.00\***

\*Please note that the above rate is based on single/double occupancy. Additional person charge beyond double occupancy is \$10.00 per person.

To make a room reservation, please contact the Reservations Department at 1-866-444-1946 (Toll Free Direct) or [reservations@cpf Fredericton.com](mailto:reservations@cpf Fredericton.com). To ensure the special rate quoted above, please identify yourself as attending the 2016 Canadian Public Sector Lean Summit. The room block will be open until March 17, 2016.

You can also register here: <http://www.cpf Fredericton.com>

# TRANSPORTATION



The [Fredericton International Airport](#) is serviced by both Air Canada and WestJet.

The airport is approximately a 15-minute drive (14 km) to the Crowne Plaza Fredericton Lord Beaverbrook Hotel. Taxi fares from the Fredericton International Airport to the Crowne Plaza Fredericton Lord Beaverbrook Hotel will be \$21.00.

A taxi agent is available at the airport to assist passengers and arrange for ground transportation needs as they enter the Air Terminal Building. Checker

Cab provides the primary taxi service at the Fredericton International Airport; they can be reached at (506) 450-8294.

Prearranged Taxi service is provided by ABC Taxi (506) 447-0755 and Trius Taxi (506) 454-4444.

Limousine Service is provided by Sunbury Limousine Ltd. (506) 208-5466.



# FREDERICTON TOURISM

## Fredericton Tourism

Plan to come early or stay a little bit longer in New Brunswick's capital city, Fredericton. Check out Fredericton Tourism's [calendar](#) for a listing of concerts, festivals, theatre and entertainment while you're here. Come discover Atlantic Canada's hidden gem! [www.tourismfredericton.ca](http://www.tourismfredericton.ca)

Prepare to be welcomed by some good old fashioned Maritime Hospitality! You will be swept away by everything Fredericton has to offer: amazing attractions, boutique shopping, thriving cultural scene and of course, fantastic food. You will be glad that you chose to extend your stay.

Fredericton is a culturally dynamic city waiting to be explored! Nestled in the middle of the Saint John River Valley, it is rich in heritage, culture and natural beauty. Once a British Garrison, now tree-lined streets lead to over 88 kms of scenic trails connecting historic and cultural sites that include the Historic Garrison District, Beaverbrook Art Gallery, Christ Church Cathedral, Government House and much more.

Learn more about Fredericton at the Registration Desk and the Tourism Booth located at the Fredericton Convention Centre or drop by the city's Visitor Information Centre located at City Hall.

Become a fan-[www.facebook.com/FrederictonTourism](https://www.facebook.com/FrederictonTourism)

Follow us- [www.twitter.com/FredTourism](https://www.twitter.com/FredTourism) /[www.twitter.com/StaceyRussell13](https://www.twitter.com/StaceyRussell13)

Read our BLOG - <http://blog.tourismfredericton.ca>

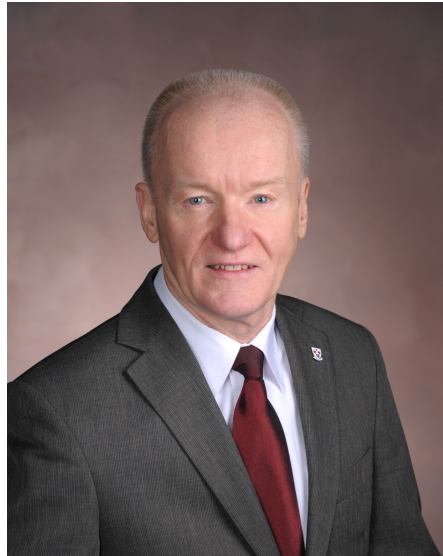
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Follow us on instagram - [www.instagram.com/FredTourism](https://www.instagram.com/FredTourism)



# WELCOME MESSAGE CONFERENCE CHAIR



On behalf of the Host Committee, I would like to take this opportunity to welcome you to the 2016 Canadian Public Sector Lean Summit in Fredericton.

The theme of the Conference is “Building Resilient and Sustainable Communities Using Lean Six Sigma and Asset Management” with a focus on how Lean Six Sigma and innovative asset management practices have made a positive change in organizational culture and service delivery, and instil excellence throughout our organizations. Come and experience high quality speakers and network with your colleagues from across the country.

This year’s program includes an outstanding keynote speaker Dr. Alan G. Robinson, as well as a number of high profile presenters from the private sector and other levels of government. Join us for a night of rustic down-home fun with a lobster-cracking Maritime Kitchen Party. Guests will enjoy live music and a delicious lobster dinner - east coast style.

We are extremely grateful to Chris MacPherson, Chief Administrative Officer, Mayor Brad Woodside, and the Fredericton team for their dedication and support to our Conference.

This year’s event looks like it will be very popular – I invite you to use our on-line registration system to reserve your spot now!

See you in Fredericton!

Murray Jamer  
Conference Chair

# WELCOME MESSAGE MAYOR OF THE CITY OF FREDERICTON



On behalf of my City Council colleagues and the citizens of Fredericton, I am pleased to extend a warm welcome to visitors attending the 2016 Canadian Public Sector Lean Summit, being held in Fredericton April 17-19, 2016, at our state of the art Convention Centre.

This event is a perfect opportunity to network with public sector individuals, organizations and companies from across Canada and learn about the latest innovations and continuous improvement principles in government.

We take great pride in our City being one of the world's most intelligent communities, a leader in green technologies and a proud supporter of arts and culture.

The friendliness of our citizens will help to ensure an enjoyable and memorable stay in Fredericton, and I hope you are able to take some time from your busy schedule to experience some of what we have to offer.

We are proud to be the host City for this event, and trust that it will be a successful one!

Brad Woodside  
Mayor



# PRE-CONFERENCE DAY SUNDAY, APRIL 17, 2016

Welcome Reception & Exhibits

5:00 p.m.

## CONFERENCE DAY ONE MONDAY, APRIL 18, 2016

Continental Breakfast	7:00 a.m. - 8:00 a.m.
Welcome	8:15 a.m. - 8:45 a.m.
Panel Discussion: Changing Expectations of Government	8:45 a.m. - 10:15 a.m.
Break & Exhibits	10:15 a.m. - 10:45 a.m.
Plenary Session: Integrating Asset Management & Lean Six Sigma - The Next Generation in Optimizing the Management of Municipal Infrastructure	10:45 a.m. - 11:45 a.m.
Lunch & Exhibits	11:45 a.m. - 1:00 p.m.
Concurrent Session: Cops & Kaizens - Applying Lean Ideology in the Winnipeg Police Service	1:00 p.m. - 2:00 p.m.
Concurrent Session: P3 as a Way to Build and Replace Assets	1:00 p.m. - 2:00 p.m.
Concurrent Session: Using ROI to Demonstrate Benefits of Lean - A Case Study of the Ontario Ministry of Community & Social Services	2:10 p.m. - 3:10 p.m.
Concurrent Session: The Envision® Sustainable Infrastructure Rating System - A Paradigm Shift for the Design of Sustainable Infrastructure	2:10 p.m. - 3:10 p.m.
Break & Exhibits	3:10 p.m. - 3:40 p.m.
Concurrent Session: Meaningful Metrics for Municipalities to Drive Improvements Using Value Stream Mapping	3:40 p.m. - 4:40 p.m.
Concurrent Session: Implementation of a Large Scale Infrastructure Asset Management Program at the NB Department of Transportation and Infrastructure	3:40 p.m. - 4:40 p.m.
Maritime Down East Night	6:00 p.m.

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**7:00 a.m. to 8:00 a.m.**

**Continental Breakfast - Sponsored by NB Power**

**8:15 a.m. to 8:45 a.m.**

**Welcome - The City of Fredericton & the Province of New Brunswick**

**8:45 a.m. to 10:15 a.m.**

**Panel Discussion – Changing Expectations of Government**

**Panelists: Mayor Brad Woodside, Janice Baker, and Edith Doucet**

**Moderator: Darren Murphy**

Our three member panel will draw upon their individual perspectives and experiences to discuss and debate the knowledge and skills required of current and future public sector employees, the management practices required today in government to sustain infrastructure and build resilient communities, the changing expectations of the public, and the citizens' ability to pay for these changes.

## **About the speakers:**



**Mayor Brad Woodside**  
**City of Fredericton, New Brunswick**

Mayor Brad Woodside is Fredericton's longest serving mayor, having been elected for a record eight terms. He has dedicated his life to exemplary leadership and continually serving others through both public and community service. Born in Fredericton, he left school in Grade 9 to join the Royal Canadian Air Force in Saskatchewan. He later returned to his hometown and enrolled in the GED adult education program and proudly became one of New Brunswick's first graduates.

His nearly 30-year career in municipal politics began when he was first elected to City Council in 1981, serving two terms as Councillor before being elected Mayor in 1986. Having served five straight terms before resigning in 1999, he was returned as Mayor in 2004 and was most recently re-elected on May 14, 2012. As Mayor, he has been a passionate ambassador for the City.

Mayor Woodside has proven to be a forward-thinking and innovative leader in championing the City of Fredericton's vision to be a smart and sustainable city. A gifted orator, Mayor Woodside began competitive public speaking in his early 20s through the Junior Chamber of Commerce, advancing to join Toastmasters to master his skill. He has earned more than 35 awards for his international participation in public speaking competitions and he has further proven to be an engaging and energizing speaker while proudly representing the city at thousands of public events locally, nationally and internationally.

As Past President of the Federation of Canadian Municipalities, this past year he represented communities across Canada on the national and international stage. He engaged member municipalities to understand their needs and challenges and maintained important relationships with senior elected officials at the federal, provincial and territorial levels. He has been distinguished with many honours and awards for his leadership and service to the community. He received an Honorary Doctor of Laws from St. Thomas University for being an exceptional public and community leader.

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**Janice Baker**  
**City Manager/Chief Administrative Officer**  
**City of Mississauga, Ontario**

Janice Baker is the City Manager and Chief Administrative Officer (CAO) for the City of Mississauga. Janice brings with her an extensive background in both the private and public sector. She has 28 years of municipal government and fiscal administration experience, serving as Director of Finance and City Treasurer for the City of St. John's, Newfoundland and Commissioner of Corporate Services and then Commissioner of Public Works for the City of Oshawa, Ontario.

She joined the City of Mississauga in May 1999, as Commissioner of Corporate Services and Treasurer and was promoted to City Manager and Chief Administrative Officer in 2005.

Janice has received a number of awards including: three time WXN Top 100 Award winner in the Public Sector Leaders category in 2005, 2007, and 2009; inducted into the WXN Canada's Top 100 Most Powerful Women's Hall of Fame in 2010; the FCA designation from the Institute of Chartered Accountants of Ontario (ICAO) in 2011; and the Excellence in Municipal Finance Award from the Municipal Finance Officers Association of Ontario (MFOA) in 2011.

She currently serves on a number of other Boards and Committees including the Living Arts Centre (LAC), the Healthy Cities Stewardship Centre, and has a long history of community and professional volunteer service. Janice earned a Bachelor of Commerce (Honours) degree from Memorial University of Newfoundland in 1979 and went on to become a Chartered Accountant in 1982. She resides in Mississauga.



**Edith Doucet**  
**Clerk of the Executive Council and Head of the Civil Service**  
**Government of New Brunswick**

Edith Doucet became the Clerk of the Executive Council and Head of the Public Service in February 2015. Prior to this, she was the Deputy Minister of Social Development since July 2011. In October 2014, she became Deputy Minister of Healthy and Inclusive Communities in addition to her responsibilities as Deputy Minister of Social Development. Before this, she was the Deputy Minister of the Department of Intergovernmental Affairs since September 2008.

Since joining the New Brunswick public service in 1983, Edith has held a variety of senior positions in various ministries, including Social Services, Health and Community Services, Family and Community Services, Social Development, Healthy and Inclusive Communities and the New Brunswick Women's Directorate.



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Edith's extensive senior management experience includes overseeing the development and implementation of several new provincial policies and programs in the areas of early childhood, child welfare and long-term care services. While at Social Development she oversaw the reform of social assistance and led a transformational project of productivity and process improvement in the areas of child welfare, housing, income assistance and long-term care.

A native of New Brunswick, Edith graduated from l'Université de Moncton, where she received a Bachelor's degree in Education, and from l'Université de Montréal, where she obtained a Master's degree in Education. Before entering public service, Edith worked as a teacher.

## **Moderator:**



**Darren Murphy**  
**Chief Financial Officer and Vice President of Corporate Services**  
**NB Power**

In June 2012, Darren was appointed Chief Financial Officer and Vice President Corporate Services. His areas of responsibility include Finance, Environment, Corporate Compliance, Business Innovation and Regulatory Affairs.

Darren joined NB Power's executive team in 2007, and in addition to his current role, he has held a number of executive positions including Vice President of Distribution and Customer Service and Vice President of Transmission. He worked for over 17 years in Distribution field operations before joining the executive team.

Mr. Murphy is a member of several Boards including the Board of Directors for the Nuclear Waste Management Organization (NWMO), the New Brunswick Investment Management Corporation (NBIMC) and the New Brunswick Energy Marketing Corporation (NBEMC). Darren also has a Bachelor of Business Administration degree from the University of New Brunswick.

**10:15 a.m. to 10:45 a.m.**  
**Break & Exhibits**

**10:45 a.m. to 11:45 a.m.**  
**Plenary Session – Integrating Asset Management and Lean Six Sigma - The Next Generation in Optimizing the Management of Municipal Infrastructure**  
**Speakers: Tina Tapley-Jones and Dr. Guy Féléo**

The new approach to managing municipal infrastructure, most often referenced to as “asset management”, has been evolving for a number of years amongst municipalities and other governmental agencies in Canada. In recent years new challenges, such as resiliency and adaptability to climate extremes, have added to the issues that need to be addressed. Some municipal/agency infrastructure owners have matured, gaining experiential knowledge and successfully introducing asset management practices within their organization.

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One of the issues facing even the most successful practices is the issue of “willingness to pay” by the customers. i.e. ratepayers and taxpayers. These customers desire a high level of service provided by the core infrastructure systems but resist wanting to pay more. The backdrop to this issue is the customer expectation that a municipality providing these services find efficiencies, or perhaps more to the point, eliminate inefficiencies in the system operations before they are willing to pay any more. The next step in the process of evolving asset management practices in a municipal organization is to find these efficiencies.

The City of Fredericton has been highly successful in introducing asset management practices into the organization. They have also been engaged in introducing Lean 6 Sigma methodology to find efficiencies in their overall practice for the purpose of finding operational efficiencies within the overall City. This workshop will explore the integration of these two methodologies, with the potential to demonstrate that this may well be the next generation in optimizing the management of municipal infrastructure.

## About the speakers:



**Tina Tapley Jones**  
**Director of Finance/City Treasurer**  
**City of Fredericton**

Tina Tapley is a Certified Public Accountant/Chartered Accountant, and the Director of Finance & Administration and City Treasurer for the City of Fredericton in New Brunswick, Canada. She created the City's first long-term financial plan which combined infrastructure planning and funding. This laid the foundation towards a sustainable City.

Ms. Tapley has been with the City of Fredericton for 18 years and previous to that, she spent five years in private practice with the chartered accounting firms Pricewaterhouse Coopers and Grant Thornton. She has a Certificate in Local Government Administration from Dalhousie University, Henson College and is a graduate of the University of New Brunswick holding a Bachelor of Business Administration degree. She is also Lean Six Sigma Black Belt certified.

Tina is currently a member on the board of the City of Fredericton's telecommunications company, e-Novations, the Fredericton Convention Centre, and a member of the Board of Trustees of the City's Shared Risk Pension Plan. Ms. Tapley has spoken to various audiences on the City's sustainability journey including long-term financial planning, asset management, Lean Six Sigma and Budgeting for Results.

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**Dr. Guy Félio**  
**Infrastructure Management Specialist**  
**RV Anderson Associates**

Dr. Félio is a civil engineer with a Ph.D. from Texas A&M University. He has more than 30 years of experience in the field as a university professor, researcher, consultant and policy advisor. At RV Anderson since August 2015, he provides expertise and support in the areas of asset management and climate change vulnerability and adaptation of infrastructure and facilities.

He recently worked at Engineers Canada on the impacts to and adaptation of infrastructure to climate change, including the application of the PIEVC Protocol in assessing the vulnerability of infrastructure and buildings. During his career at the National Research Council, he led the Urban Infrastructure Research group, focusing on technological and management improvements for municipal infrastructure.

In addition to serving as advisor to public agencies for the development of infrastructure strategies and policies, he is very active on professional associations' boards and committees, and in knowledge transfer through university education and professional training. Dr. Félio was the Project Coordinator for the *Canadian Infrastructure Report Card* published in September 2012, and from 2010 to 2014 was Councillor in the City of Clarence-Rockland (Ontario).

**11:45 a.m. to 1:00 p.m.**

**Lunch & Exhibits**

**1:00 p.m. to 2:00 p.m.**

**Concurrent Session – Cops & Kaizens - Applying Lean Ideology in the Winnipeg Police Service**

**Speaker: Chris Puhach**

This presentation focuses on the unique application of Lean ideology in the Winnipeg Police Service and how it was used to support a strategy to increase employee engagement and enhance service delivery. Chris will share real examples on how to engage your people, capitalize on their strengths, and empower them to create a culture of continuous improvement. You will hear how the Evidence Control Unit (ECU) of the Winnipeg Police Service incorporated Lean ideology to address high inventory levels, lack of storage space and escalating overtime costs.

Attendees will gain an understanding of how a traditionally private sector business model can be used in a public sector organization; learn how defining strategy, identifying goals and defining expectations can improve service delivery; learn how purpose-driven leadership can influence culture, empower the workforce and improve morale.; acquire knowledge on how Lean can improve efficiency, effectiveness and deliver cost savings; and learn how the Winnipeg Police Service is expanding this methodology into other areas of the organization.



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## About the speaker:



**Chris Puhach**  
**Staff Sergeant, Organizational Development & Support Division**  
**Winnipeg Police Service, Manitoba**

Chris Puhach is a 20 year veteran of the Winnipeg Police Service and the current Staff Sergeant of the Organizational Development & Support Division. Chris has had a diverse career, working in all branches of the organization from uniform patrol to plain clothes and support services. He is a former supervisor of the Missing Persons and Evidence Control Units. Chris is Lean Black Belt certified and most notably, for the past five years, he has been leading members of the Winnipeg Police Service on a Lean journey and cultural shift towards continuous improvement.

**1:00 p.m. to 2:00 p.m.**

**Concurrent Session – P3 as a Way to Build and Replace Assets**

**Speaker: Fred Blaney**

As public sectors face the increased demand for enhanced service delivery and reduced resources, it is important that jurisdictions employ any approach or model that will provide this. The P3 model, when properly applied, brings to the table the discipline of the private industry and the dynamic of innovation in the competitive market. This, combined with the partnership of governments, creates an opportunity for success and early delivery of an asset or service.

Over the past 30 years Canada has been in the forefront of P3 project development and delivery. Since the early days of the Confederation Bridge, the model has continuously evolved and improved from project to project. Canada is now recognized internationally as having a “best in class” approach, that has resulted in hundreds of projects being delivered on time, on budget, claim free, and providing value for money to the citizens.

In this journey, New Brunswick has been a leader having been in the space for the last 25 years. From the early days of the Fredericton-Moncton Highway Project to the recent Saint John Clean Drinking Water Project the lessons learned have been carried forward and the model and approach continuously improved.

This presentation will highlight the key success factors and the best practices in the market today to ensure successful identification, development and implementation of a project. By their nature P3 projects follow disciplined processes and are continuously improving based on industry consultation. While not a panacea, P3'S are a proven approach to solve infrastructure deficit and service challenges.

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## About the speaker:



**Fred Blaney,  
Former Assistant Deputy Minister of Partnerships New Brunswick, and  
President of the New Brunswick Highway Corporation**

Fred received a Bachelor of Science in Civil Engineering from the University of New Brunswick in 1978. He has worked in all aspects of Transportation Infrastructure Delivery as a Government Representative.

Mr. Blaney was the Project Director for the Fredericton to Moncton Highway Project a 200 km DBFOM valued at \$900 million, which opened in 2001, as well as the Strategic Advisor to the City of Saint John for the Safe Clean Drinking Water Project

Over his career, he has been the project manager for the Operation of the Fredericton to Moncton Highway Project; the Trans Canada Highway Project, a 275 km DBFOM Project valued at \$750 million, which opened on November 1, 2007; and, the Fundy Isles Ferry Project, a DBFOM Project for the Supply of three new Ferries and their operation.

Mr. Blaney was the Executive Director of Engineering Services responsible for the Provincial Program Delivery from 2007-2009, and he was formerly the Assistant Deputy Minister of Partnerships N.B. responsible for all Department of Transportation P3 Projects and providing advisory services to the Province of N.B. and other clients.

Additionally, Fred is an olympian in the Sport of Judo, representing Canada at the 1984 Los Angeles Games and continue to be involved as a coach, International Referee and a Director of the Canadian Olympic Committee.

Mr. Blaney lives in Fredericton, New Brunswick with his wife, Mary and their two children, Alexander and Andrew.

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**2:10 p.m. to 3:10 p.m.**

**Concurrent Session – Using ROI to Demonstrate Benefits of Lean - As Case Study of the Ontario Ministry of Community and Social Services**

**Speaker: Morteza Zohrabi**

In 2012 the Ministry of Community and Social Services undertook a Lean review of its transfer payment management process, identifying 19 changes to streamline and simplify the process. This presentation outlines the project and uses it as a case study to apply a Return on Investment methodology to calculate the benefit of the changes. Through this case study, participants will be introduced to a methodology for applying a Return on Investment lens to change initiatives, focusing on time and used resources in the project, the cost of the project and monitoring tangible and intangible outcomes.

This presentation will review the five levels of needs assessment, measurement strategies and target setting based on the V Model. The presenter will share available calculations for the ROI assessment and a template of the V Model, giving participants a better understanding of the ROI methodology and its application.

## **About the speaker:**



**Morteza Zohrabi, PMP**  
**Certified Lean Six Sigma Master Black Belt**  
**CPHQ, CRP & ITIL**  
**Ryerson University, Toronto, Ontario**

Morteza Zohrabi (PMP, Certified Lean Six Sigma Master Black Belt, CPHQ, CRP & ITIL) has been the lead director in the implementation of several mega optimization projects in both the public and private sectors, which included working with many cutting edge and prestigious organizations such as manufacturers, hospitals, universities and banks.

For the last 15 years, Morteza has saved millions of dollars by implementing Lean Six Sigma projects. He has achieved outstanding results in reducing backlog and processing times and increasing productivity, thus sustaining an ongoing track record of meeting the highest levels of performance and productivity. He teaches Applied Lean Six Sigma Courses at Ryerson University in Toronto.



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**2:10 p.m. to 3:10 p.m**

## **Concurrent Session – The Envision® Sustainable Infrastructure Rating System - A Paradigm Shift for the Design of Sustainable Infrastructure**

**Speakers: Brian Bylhouwer and Eric Dunford**

The Envision® Rating System is a comprehensive infrastructure planning tool that facilitates sustainable design for all types of infrastructure, from roads to pipelines and all infrastructure in between. Envision® is a framework for planning, designing and constructing projects that incorporates the needs of communities to achieve a higher quality of life, while protecting valuable environmental resources. Envision® is also an objective platform for justifying design decisions based on a triple bottom line approach.

Brian and Eric will explain how Envision® is used as a planning framework for evaluating infrastructure projects during their design and construction, and can be used on different scales, from a simple sewage lift station to the design of a full-fledged wastewater treatment plan. This presentation will provide the audience with a succinct overview of the Envision® framework, how it came to be, how it is deployed, and how it improves upon the conventional approach to designing infrastructure in North America. Presenters will also work directly with the actual rating system to give attendees a firsthand view of how Envision® can be used to influence the design process.

### **About the speakers:**



**Brian Bylhouwer**  
**Environmental Scientist and Envision® Sustainability Practitioner**  
**Stantec Consulting Ltd.**  
**Dartmouth, Nova Scotia**

Brian Bylhouwer is an Environmental Scientist and Envision Sustainability Practitioner (ENV SP) at Stantec Consulting in Dartmouth Nova Scotia, and is one of the first designated ENV SPs in Canada. Brian has previously worked on several projects focused on the sustainable development of infrastructure, including cost-benefit analyses of large scale irrigation systems and urban transportation planning. When not working on and promoting Envision in Atlantic Canada, Brian works regularly on regulatory approvals and permitting pertaining to air quality and acoustics.



**Eric Dunford**  
**Sustainability Consultant,**  
**Stantec Consulting Ltd.**  
**Toronto, Ontario**

Eric Dunford is a Sustainability Consultant at Stantec based in Toronto, Ontario. Eric has led the facilitation and certification process for the first two projects in Canada to receive Envision awards from the Institute for Sustainable Infrastructure. He has worked with municipal and provincial governments across Canada to support sustainable and resilient development strategies.

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**3:10 p.m. to 3:40 p.m.**

**Break & Exhibits**

**3:40 p.m. to 4:40 p.m.**

**Concurrent Session – Meaningful Metrics for Municipalities to Drive Improvements Using Value Stream Mapping**

**Speaker: Dale Shattenkirk**

Today's municipalities understand the need to use data and information to drive decision making for quality improvement initiatives and day-to-day operations. This workshop will walk participants through the steps to create a system value stream map for their municipality and how to build a comprehensive, yet highly functional, metrics system.

The presentation will then tie together the metrics system, quality board huddles, quality improvement projects and system transformation.

These connections will show participants that they cannot be a world class organization without having a comprehensive yet uncomplicated measurement system to identify how well the organization is performing and where its primary opportunities lie. This presentation will use case studies from a large city (Ottawa) a smaller city and a county to ensure all participants understand how this methodology will work in their environment.

Participants will leave with a knowledge of:

- How to identify the number one measure for their municipality;
- How to identify and capture cascading metrics;
- How to build a data matrix to capture key performance indicators;
- How to identify the five key measures in each Value Stream Bucket;
- How to build a system Value Stream Map; and
- How to engage your complete organization in the exercise.

**About the speaker:**



**Dale Schattenkirk**

**CEO, Lean/Six Sigma Master Black Belt and Certified Human Resource Professional  
Learning to See (LTS) Consultants Inc.  
Regina, Saskatchewan**

Dale Schattenkirk, President and CEO of Learning to See (LTS) Consulting Inc. is a Lean Six Sigma Master Black Belt and Certified Human Resource Professional with over seventeen years of experience in consulting, training, development and implementation of process improvement methodologies. Schattenkirk and his team specialize in efficiency, effectiveness, and are experts in business transformation. He has over 45 published articles and is a regular keynote speaker in various locations across Canada and the United States.

# MONDAY, APRIL 18

Schattenkirk works with all levels of organizations from frontline personnel CEO's to teach practical applications of Lean Six Sigma and to support their teams enabling them to transform and sustain the Lean Six Sigma methodology in their work environment.

Schattenkirk's team was awarded the Lieutenant Governor's Award of the Saskatchewan Regional group by the Institute of Public Administration of Canada (IPAC), for their success in the implementation of Lean Six Sigma within the Five Hills Health Region. He is also a recipient of Industry Weeks Top 10 Plant Award (team), one of only two companies to ever receive this award in Canada.

Learning to See (LTS) Consulting Inc. is currently working in 9 Canadian provinces with clients in a wide range of industries including health care, agriculture and government. Schattenkirk's team mission is to align with organizations to empower and engage all employees in creating an improved work environment that eliminates waste, manages inventory, and increases returns on investment without eliminating staff or increasing costs.

**3:40 p.m. to 4:40 p.m.**

## **Concurrent Session – Implementation of a Large Scale Infrastructure Asset Management Program at the NB Department of Transportation and Infrastructure**

**Speaker: Ahmed Dassouki**

The New Brunswick Department of Transportation and Infrastructure (NBDTI) deploys more than \$150M of projects per year using its in-house Asset Management System (AMS) for highways, bridges, culverts and buildings. This presentation will provide an overview of asset management at NBDTI including:

- an overview of the Asset Management System, its scope and objectives;
- the components of Asset Management System;
- the asset management decision framework related to the acquisition, maintenance and divestiture of assets;
- the modeling process (mathematical and computer models) including objective functions, scenarios and data collection;
- data collection, interaction and use including videos, engineering data, field data;
- the process for building and adjusting the plan;
- continuous improvement of the plan, i.e. how assets are tracked, logged and brought into the AMS;
- communication and getting buy-in; and
- lessons learned and next steps.

# MONDAY, APRIL 18

## About the speaker:



**Ahmed Dassouki**  
**Technical Analyst**

**New Brunswick Department of Transportation and Infrastructure**  
**Fredericton, New Brunswick**

Ahmed Dassouki is a technical analyst with the Department of Transportation and Infrastructure for the Province of New Brunswick, where he works in the Planning and Strategic Development Group. His primary role is in developing and building the Asset Management models for highways, culverts, bridges, and building roofs.

Ahmed just finished his training for the Lean Six Sigma Green Belt, and is working on a project that will help the development of the Department's Long Term Capital Plan.



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# MONDAY, APRIL 18

**6:00 p.m.**

## **Maritime Down East Night**

Experience the East Coast with a lobster feast and Atlantic Canadian music performed by Frantically Atlantic Entertainment. A portion of the evening will be interactive and guests will be invited to play along on supplied drums and spoons and take part in a traditional barn dance!

**FRANTICALLY ATLANTIC ENTERTAINMENT (Don Rigley and Michelle Daigle)** is a musical duo based in Fredericton, New Brunswick, Canada. With a broad repertoire of traditional songs and tunes (Celtic, Acadian and beyond), Don and Michelle celebrate Atlantic Canada.

In their combined history of performing they have served up their bill of fare in the Maritimes, Newfoundland, Quebec, Ontario, New England and Ireland toting tin whistle, fiddle, guitar, bodhran, spoons, hammered dulcimer and bouzouki... with an occasional side dish of accordion, banjo, doumbek and mbira!

They have performed in kitchens, barns, ballrooms, churches, gardens, theatres, train stations, train platforms, camp grounds, elevators, and cemeteries. And they have created moveable shindigs on boats, trains, buses, hay wagons and escalators.



# DAY TWO

## TUESDAY, APRIL 19, 2016

Continental Breakfast	7:00 a.m. - 8:15 a.m.
Day One Recap	8:30 a.m. - 8:45 a.m.
Keynote: Unlocking the Power in Bottom-Up Ideas	8:45 a.m. - 10:00 a.m.
Break & Exhibits	10:00 a.m. - 10:30 a.m.
Concurrent Session: Performance Excellence - Driving Organizational Improvement within the Government of New Brunswick	10:30 a.m. - 11:30 a.m.
Concurrent Session: Developing your Local Government Asset Management Plan - Case Study of the City of Miramichi	10:30 a.m. - 11:30 a.m.
Lunch & Exhibits	11:30 a.m. - 12:30 p.m.
Concurrent Session: Implementing Lean/Six Sigma at the City of Fredericton	12:30 p.m. - 1:30 p.m.
Concurrent Session: The Importance of Organizational Culture in Achieving your Asset Management Goals	12:30 p.m. - 1:30 p.m.
Concurrent Session: Effective Process Management - A Lean Manager's Toolbox	1:40 p.m. - 2:40 p.m.
Concurrent Session: The Alignment Refinement - Using Strategy and the "Big Picture" to Get the Most from your Asset Management Program	1:40 p.m. - 2:40 p.m.
Break & Exhibits	2:40 p.m. - 3:10 p.m.
Plenary Session: Export Development Canada's Lean Journey	3:10 p.m. - 4:10 p.m.
Recap and Close-Out	4:10 p.m. - 4:40 p.m.

# TUESDAY, APRIL 19

**7:00 a.m. to 8:15 a.m.**

**Continental Breakfast** - *Sponsored by the Government of New Brunswick*

**8:30 a.m. to 8:45 a.m.**

**Day One Recap**

*Murray Jamer - Deputy Chief Administrative Officer, City of Fredericton and Summit Chair*

**8:45 a.m. to 10:00 a.m.**

**Keynote: Unlocking the Power in Bottom-up Ideas**

**Speaker: Dr. Alan G. Robinson**

After years of being asked to do more with less, government leaders at all levels are increasingly aware that they can no longer produce the results that are expected of them with the methods they currently use. A big part of the solution for them lies in tapping an enormous resource most governments have so far largely ignored – the ideas of their front-line staff. Because they are the ones doing the work, front-line employees see a great many problems and opportunities that their managers don't. They have plenty of ideas to cut costs, streamline processes, manage their organizations' assets better and improve productivity and service levels. But most organizations today do far better at suppressing these ideas than promoting them. As Dr. Robinson will explain, some eighty percent of an organization's potential for improvement lies in front-line ideas. When managers gain the ability to implement twenty, thirty or even fifty ideas per person per year, everything changes – for them, for their organizations, and for the people they serve.

**About the speaker:**



**Dr. Alan G. Robinson**  
**Professor at the Isenberg School of Management**  
**University of Massachusetts**

Dr. Alan G. Robinson is an award-winning author, educator, researcher and consultant. He has co-authored six books, which have been translated into more than 20 languages. His specialties include managing continuous improvement, creativity, ideas and innovation, and lean production. He has advised more than 200 organizations in 25 countries.

According to the Society of Manufacturing Engineers (SME), *Modern Approaches to Manufacturing Improvement* – his 1991 book with Shigeo Shingo, one of the developers of the Toyota Production System – remains a must-read for anyone interested in lean. *Corporate Creativity*, co-authored with Sam Stern, was named “Book of the Year” by the Academy of Human Resource Management and was a finalist in the Financial Times/Booz Allen & Hamilton Global Best Business Book Awards.

Robinson's book *Ideas Are Free*, co-authored with Dean Schroeder, was featured on ABC World News and CNN Headline News, and was named Reader's Choice by Fast Company magazine and one of the 30 best business books of 2004 by Soundview Executive Books. The co-authors joined forces again this year, releasing *The Idea-Driven Organization*, which has received high praise and ample reviews already.

Dr. Alan G. Robinson is a Professor at the Isenberg School of Management of the University of Massachusetts at Amherst. \* Taken from Dr. Robinson's web site – [www.alanrobinson.com](http://www.alanrobinson.com)

# TUESDAY, APRIL 19

**10:00 a.m. to 10:30 a.m.**

**Break & Exhibits**

**10:30 a.m. to 11:30 a.m.**

**Concurrent Session: Performance Excellence - Driving Organizational Improvement within the Government of New Brunswick**

**Speaker: Jane Washburn**

New Brunswick's public service has undertaken a profound cultural change that has increased efficiency and accountability, improved services to the public, streamlined administration and seen continuous improvements across all government departments and agencies. Participants will learn how a diverse public sector organization with approximately 45,000 employees is achieving success by applying Lean Six Sigma and proven business practices to public sector management. Jane will present GNB's Formal Management System (FMS), comprised of five key elements, and explain how this framework was critical in driving strategic improvement within GNB.

By aligning improvement activity with vision and strategy, identifying and monitoring key performance indicators, leveraging LSS methodology and engaging employees at all levels of the organization in continuous improvement efforts, GNB has realized over \$36 million in hard cost savings, experienced significant program and service delivery improvements and achieved business improvement results.

The presentation will include profiles of several of the most noteworthy and unique process improvement initiatives, including examples of LSS project successes (using the 21 step DMAIC approach), Kaizen events, 5S Initiatives, Waste Walks and deployment of Daily Management.

**About the speaker:**



**Jane Washburn**  
**Chief of Strategy Management**  
**Government of New Brunswick**

Jane is the Chief of Strategy Management for the Government of New Brunswick. She and her team are responsible for developing the principles, methods and tools by which NB Government can enhance performance and results.

Jane was previously employed with the New Brunswick Liquor Corporation as Vice president of Human Resources and Corporate Services, where she developed and facilitated the strategic planning process that resulted in significant organizational performance improvement.

Prior to that, Jane spent 20 years in performance improvement, strategy management and human resources with leading private sector businesses including Steelcase Canada and J.D. Irving Limited, along with various volunteer roles.

Jane has a Bachelor of Business Administration, is a Certified Lean Six Sigma Green Belt from the Juran Institute, and is a Certified Human Resources Professional.



# TUESDAY, APRIL 19

**10:30 a.m. to 11:30 a.m.**

## **Concurrent Session: Developing your Local Government Asset Management Plan - Case Study of the City of Miramichi**

**Speaker: John Murray**

This session will demonstrate techniques, approaches and benefits that communities can take away in order to develop and maintain industry best practice asset management plans and programs. By adopting a holistic and system-focused approach, that includes comprehensive financial analysis, prioritization techniques, risk modeling and the inclusion of all asset categories, the City of Miramichi, New Brunswick produced an asset management plan that achieved communication and exposure to Council of critical infrastructure issues. This presentation will:

- Demonstrate how to develop an asset management plan, through a systematic process, that includes all of the infrastructure categories a municipality owns;
- Showcase the key sections within an asset management plan (state of the infrastructure, desired levels of service, asset management strategy and financial strategy) and will highlight the information in each section through the actual plan completed for the City of Miramichi;
- Showcase the key Council and public communication tools that can be created and used as part of the asset management plan process; and
- Highlight the community benefits realized with better asset management planning, that builds the foundation for long term sustainability of public services.

### **About the speaker:**



**John Murray**  
**General Manager of Asset Management, Strategy and Performance**  
**Public Sector Digest**  
**London, Ontario**

John Murray is the General Manager of Asset Management, Strategy and Performance for the Public Sector Digest. In this role he oversees the development and implementation of asset management programs, plans, technology implementation and facilitates a knowledge exchange and collaboration with other asset management municipal experts, industry leaders, and Provincial/State/Federal Agencies/Departments in North America. John is also the vice chair of the Canadian Network of Asset Managers (CNAM).

Prior to his current position he held the position of Manager of Asset Management with the City of Hamilton (pop. 500,000+). His responsibilities included the delivery of short and long term coordinated capital budgets and the development and implementation of a strategic asset management program encompassing all Public Works assets.

Under John's leadership, Hamilton's Asset Management procedures and practices have been developed and recognized, on an International basis, as best in class within the Municipal sector.

# TUESDAY, APRIL 19



**Gabe Metron**  
**Regional Director**  
**Public Sector Digest**  
**London, Ontario**

Mr Metron is a Regional Director at Public Sector Digest. Since 2009, Gabe has successfully participated in the implementation of more than 90 CityWide software projects nationally with local governments, and is thoroughly involved in the training, consulting, and ongoing support of those projects. He successfully managed the implementation of over 45 municipal asset management plans and continues to develop and enhance the asset management for all departments within our local government clientele. Gabe serves as Regional Director for clients across Canada. He utilizes this experience working with municipalities to oversee the successful implementation and training of CityWide in accordance with municipal best practices on Asset Management.

**11:30 a.m. to 12:30 p.m.**

**Lunch & Exhibits**

**12:30 p.m. to 1:30 p.m.**

**Concurrent Session: Implementing Lean/Six Sigma at the City of Fredericton**

**Speakers: Ann Flynn and Madeleine Lamothe**

City staff, in partnership with the City's LSS training consultant, will provide participants with an overview of how the City of Fredericton implemented Lean/Six Sigma within their organization. Ann and Madeleine will take participants on a journey from the early days of researching the LSS methodology and understanding its application and benefits, to today – where we have:

- certified staff in all Departments on the Black Belt and Green Belt methodology;
- trained staff in all Departments on how to conduct “waste walks”;
- carried out 65+ projects over a 3 year period;
- planned and delivered “Idea Generation Week” for the first time in 2015; and
- rolled out “Daily Management” and “Leader Standard Work” throughout all Departments.

Participants will gain an understanding of one municipality's methodology for introducing LSS and the challenges and opportunities this presented, including why the City chose the LSS model to drive efficiency and effectiveness in service delivery, how LSS was first introduced to the organization, how the City got buy-in from City Council, senior management and staff, and the various phases of implementation.

# TUESDAY, APRIL 19

## About the speakers:



**Ann Flynn**  
**Lean Six Sigma Black Belt**  
**Manager, Special Projects**  
**City of Fredericton, New Brunswick**

Ann Flynn is a certified Lean Six Sigma Black Belt and an experienced human resource professional who has worked in organizational development and improvement. She currently assists the City of Fredericton with implementation of their strategic priorities. She formerly held the position of Manager of Improvement and Innovation for the City.

Ann has considerable experience with quality management systems and has been actively integrating the principles, tools, and techniques of Lean and Six Sigma into the management system at the City.

Ann values her work with management teams in bringing about system change, is continually seeking physical and intellectual challenges, and is always looking for opportunities for personal and professional growth and development. She enjoys teaching and facilitating learning events with adults.



**Madeleine Lamothe**  
**Consultant & Executive Trainer**  
**Alignment Strategies**  
**Toronto, Ontario**

Madeleine Lamothe draws on more than 25 years' experience delivering business solutions that align organizational processes with financial results. She has been involved in Change Management Initiatives, Creating and Advising on Deployment Plans, Client/Customer based research, and over the past few years, mentored well over 300 Process Improvement projects resulting in over \$900M in hard savings.

Ms. Lamothe has helped implement learning solutions that move the performance 'needle' rather than just 'train', and has proven her abilities in sectors such as consumer products, healthcare, mining, retail, manufacturing, heavy equipment manufacturer, financial institutions, property management, mining, relocation, steel supplier, pulp and paper, telecommunications, transportation, defense, aerospace, and automotive, chemical process industries Federal and Provincial Government Agencies.

## Current and previous positions include:

- President of Caldwell Communications Inc. and its product line – Alignment Strategies (2002 to Present)
- Managing Director of Juran Institute (Canada) Limited, where she had sole responsibility for directing all business areas for Juran's Canadian subsidiary – Certified Master Black Belt (1992 – 2002)
- Senior Vice President, Forum Corporation and Managing Director, Forum Learning Systems Canada Limited – A change management and skills development corporation (1983 – 1992)
- Senior Regional Vice President, IMPAC Control Systems of Canada Limited (1992)
- Director of Counselling Standards for a career counselling service in Toronto, its first international subsidiary (1979 – 1983)

# TUESDAY, APRIL 19

Madeleine received her BA from Anna Maria College, with a Major in Mathematics and Education, and a Minor in Psychology, her MBA from Bryant University, and studies towards an MA in Labour Economics from Northeastern University, MA

Ms. Lamothe is a member of the Strategic Leadership Forum, Balanced Scorecard Collaborative, and the American Society for Quality (ASQ), the American Society for Training and Development (ASTD), and the American Management Association (AMA).

**12:30 p.m. to 1:30 p.m.**

## **Concurrent Session: The Importance of Organizational Culture in Achieving your Asset Management Goals**

**Speaker: Nick Larson**

Asset management often acts as an innovative disruptive force to improve the ability of a municipality to achieve its goals. However the implementation of an asset management processes can be met with resistance in municipalities because it can easily become a business of shame. It shines light in places that some people would rather leave dark. It shows people, often with hard evidence, that they can be doing their job better. It encourages taking risks in organizations that often have a culture where it is better to make no decision rather than risk making the wrong one. So how do we combat this in an organization? Join us for an honest conversation to explore some ideas to help make sure that asset management is successful in achieving the goals of your municipality by establishing the appropriate organizational culture.

### **About the speaker:**



**Nick Larson**  
**Infrastructure Planning & Asset Management**  
**GM BluePlan Engineering**  
**Toronto, Ontario**

Nick has 10 years of experience working with municipal governments on a variety of asset management and infrastructure planning projects. Nick's expertise in executing projects is complimented by his experience delivering workshops to municipal organizations and speaking and industry conferences to share experiences on the advancement of asset management in Canadian municipalities.

Nick has recently returned from Mumbai, India, where he assisted in the delivery of a training program on both strategic and operational asset management for wastewater facilities to the Municipal Corporation of Greater Mumbai. Nick is also chair of the CSCE's Infrastructure Renewal Committee where he is actively engaged with the Canadian Infrastructure Report Card and networks with infrastructure renewal and asset management experts from across the country.



# TUESDAY, APRIL 19

**1:40 p.m. to 2:40 p.m.**

**Concurrent Session: Effective Process Management - A Lean Manager's Toolbox**

**Speaker: Rod Morgan**

Lean in the public sector has garnered a lot of attention over the past decade. Those experienced in Lean stress that a committed senior leadership team is key to a successful and sustained deployment. Of equal importance is the need for a strong operational foundation. Rod will introduce participants to effective process management and six key tools that every manager should be employing in their day-to-day operations to drive high performance teams.

It is generally accepted that an organization is only as good as its processes and its people. This presentation will encourage managers to expand their view of their role in overall process effectiveness and efficiency, and start to leverage “voice of the process” to take their team’s performance to the next level. Session participants will gain a better understanding of why effective process management is not only essential in providing high value services to customers, but key to the success of any Lean continuous improvement strategy.

## **About the speaker:**



**Rod Morgan**

**Lean/Six Sigma (LSS) Master Black Belt**

**Senior Consultant - EZsigma/ Group and Lead Instructor for LSS - Schulich Executive Education Centre, Toronto, Ontario**

Rod Morgan is a senior consultant with EZSigma Group and lead instructor in the Lean Six Sigma programs at the renowned Schulich School of Business. He also serves as faculty for Schulich’s Masters Certificate in Healthcare Management program. Having instructed and coached thousands of Black Belts, Green Belts and Champions in Canada and internationally, Mr. Morgan is one of Canada’s foremost Lean Six Sigma trainers and practitioners.

He is frequently in demand as a speaker on quality at conferences where he leverages his diverse experience in enterprise information technologies, retail, consumer packaged goods, manufacturing, healthcare, finance and the public sector. Mr. Morgan has managed hundreds of successful improvement initiatives and Lean/CI cultural transformations for some of Canada’s most notable organizations.

In his role as Vice President of Program Management, Rod is also responsible for EZSigma’s internal training programs with a mandate to ensure that all EZSigma trainers meet the standards established for Master Black Belt instructors within EZSigma as well as Schulich and other academic partners. Drawing on over twenty-five years of change management, quality systems deployment, project leadership and organizational transformation, Rod brings clients a wealth of experience and successful results.

# TUESDAY, APRIL 19

**1:40 p.m. to 2:40 p.m.**

## **Concurrent Session: The Alignment Refinement - Using Strategy and the “Big Picture” to Get the Most from Your Asset Management Program**

**Speaker: Ross Homeniuk**

Managing our public infrastructure is a growing challenge for all of us. News of aging assets, greater demands for service, and the changing environment is a regular occurrence. Faced with these new realities and growing financial pressures, cities, utilities and public agencies must balance current and future requirements while living within their means. While many are looking to their asset management program to help better plan for and overcome these challenges, many are struggling to focus the efforts of finance, engineering and operations in advancing their programs to support sustainable service delivery.

This session will show participants how to fine tune their asset management program, align it with organizational service and sustainability objectives, target and maximize the value and impact of infrastructure investment, and better plan for and manage shifting needs, challenges and constraints. The positioning of programs and improvement initiatives to address asset management business drivers, such as risk management, financial reporting, audit outcome and changes to Federal and Provincial grant funding programs will also be discussed.

### **About the speaker:**



**Ross Homeniuk**  
**Director, Global Infrastructure Advisory, KPMG**  
**Winnipeg, Manitoba**

Ross is a Director with KPMG’s Global Infrastructure Advisory, and leads its Canadian Asset Management practice. Working with government, utility and private sector clients, he integrates business and technical principals with best practice and support technologies to strengthen asset management practice and improve the consistency and defensibility of infrastructure plans and management strategies.

Ross has over 20 years of wide ranging national and international experience in asset management program planning and implementation, strategy and policy development, organizational strengthening and process improvement, and the application of levels of service, lifecycle analysis and risk-based planning and decision making techniques to extend asset life and enhance service delivery.

Ross is an active member of the infrastructure asset management community, and advocates for responsible infrastructure management through committee involvement, industry membership and conference participation. He is a Board Member of the Canadian Network of Asset Managers, a member of the IAM Canada Executive Committee, and a contributor to several industry publications and groups. Ross is a Registered Professional Engineer in Alberta, Manitoba and Ontario and has a B.Sc. in Civil Engineering and Masters of Business Administration degree.

**2:40 p.m. to 3:10 p.m.**

**Break & Exhibits**

# TUESDAY, APRIL 19

**3:10 p.m. to 4:10 p.m.**

## **Export Development Canada's Lean Journey**

**Speaker: Dominique Bergevin**

Participants will have an opportunity to hear about Export Development Canada's Lean journey which started back in 2007 and is continuing to evolve today, now focused on establishing a systemic approach to Lean maturity.

This session will include:

- background on EDC's Lean journey
- the 5-year strategic plan for Operational Excellence and
- an exploration of both the bottom-up and top-down approach to Lean sustainability
- Export Development Canada's systemic approach to measuring and progressing the corporation's Lean maturity
- Dominique's experience in experimenting with Appreciative Inquiry as a way to keep people engaged and energized through the Lean journey.

### **About the speaker:**



**Dominique Bergevin**  
**Senior Advisor, Operational Excellence**  
**Export Development Canada**  
**Ottawa, Ontario**

Dominique Bergevin has 15 years international business experience at Export Development Canada (EDC). She has held positions in business development, marketing, risk assessment and underwriting; and through these different lenses has supported Canadian companies in going, growing and succeeding internationally. Dominique has published articles, white papers and delivered online webinars and vlogs, broadly sharing her knowledge of emerging market politics and international trade.

As EDC evolved its corporate culture with Lean management systems, Dominique shifted her career focus. In 2012, she took on the role of Lean Sustainability Advisor where she coached employees on Lean problem solving and spearheaded a Lean Leadership initiative, blogging on lean practices and challenges along the way. Dominique is now the Operational Excellence Coach of a senior leadership team at EDC, supporting the corporation's chosen top down Lean maturity model. Dominique has taken a particular interest in Appreciative Inquiry as a complementary approach to continuous improvement and Lean sustainability, which has helped her humanize and energize the cultural change dimension of Lean.

**4:10 p.m. to 4:40 p.m.**

## **Recap and Close-out**

**Murray Jamer - Deputy Chief Administrative Officer, City of Fredericton and Summit Chair**

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