



ANNUAL REPORT 2021/22

Institute of Public Administration of Canada (IPAC)
Toronto Region

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ABOUT IPAC TORONTO REGION

The Institute of Public Administration of Canada (IPAC) is Canada's leading professional organization supporting excellence in the country's public sector. With 19 regional groups across the nation, our members include public servants, academics and others interested in public administration. The Institute also works closely with all levels of government to promote quality public services and practices. IPAC is a recognized leader in research, training, knowledge sharing and outreach including hosting many conferences and events held regionally and nationally. Since the early 1990s, the Institute has helped to export Canadian public sector expertise around the world.

The Toronto Regional Chapter of IPAC (IPAC Toronto Region) supports our members across the Greater Toronto and Hamilton Area. Our members join us from all levels of government (municipal, provincial and federal), broader public and not-for profit sectors and private organizations who are interested in public policy and public administration. Each year, IPAC Toronto Region organizes relevant events and offer programming that address important issues in public administration, foster collaboration and innovation, provide a forum for learning, exchanging ideas and networking, and build capacity in the public sector. These events range from hourly, half-day, and full-day events during the morning, lunch, and evening hours of the day to feature speakers and panels. The Toronto Region, together with the National Capital Region and Southwest Region, also hosts the prestigious Lieutenant Governor's Medal of Distinction in Public Administration.

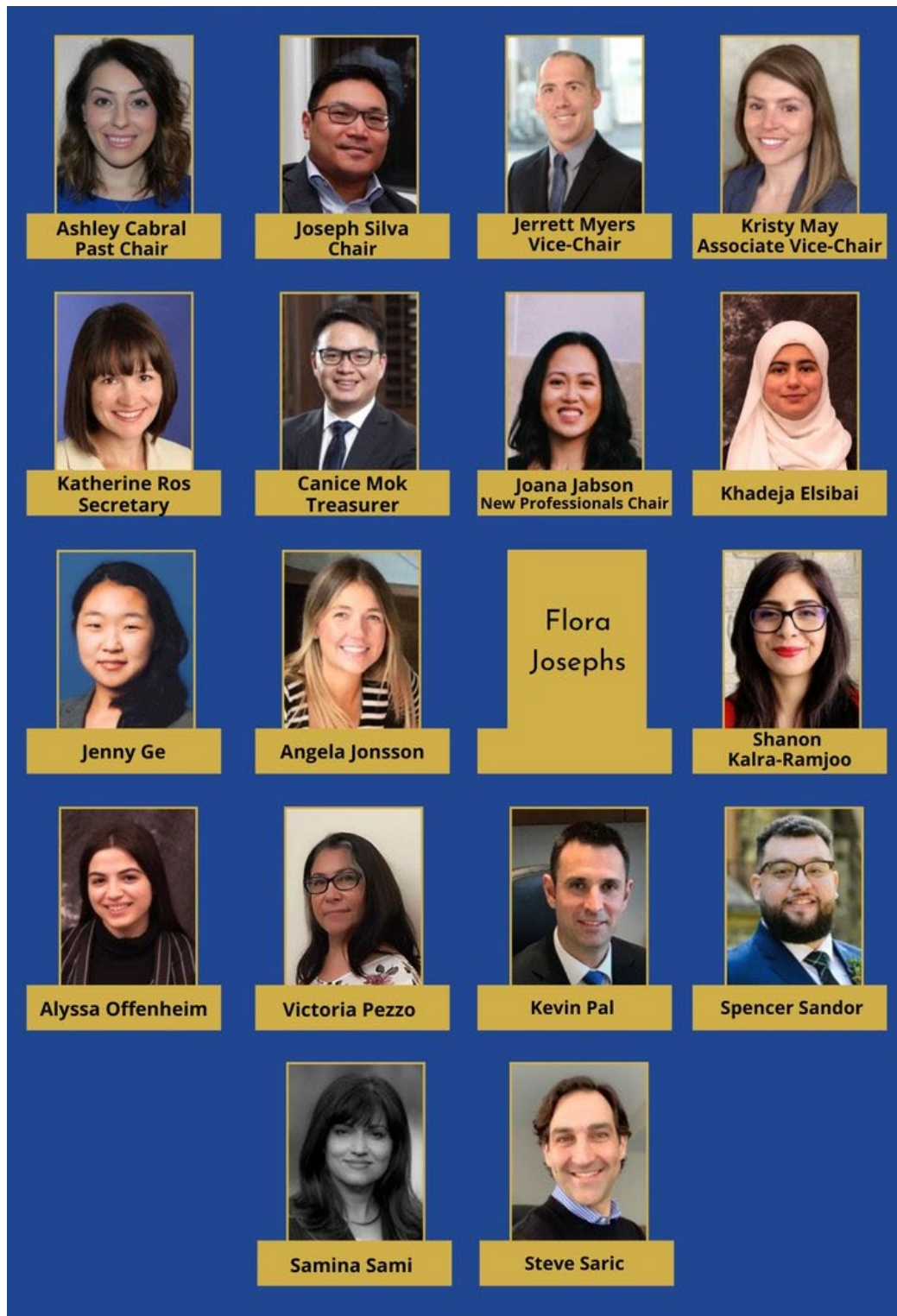
Vision

To inspire excellence in public administration in the Greater Toronto and Hamilton Area.

Mission

To provide opportunities for professionals working in the public sector to connect, collaborate, and share best practices and experiences to innovate, solve problems and achieve success in the public sector.

BOARD OF DIRECTORS (2021/22)



CHAIR'S REPORT

Dear IPAC Toronto Region Members,

I am pleased to present this report that outlines the activities and outcomes of our efforts in 2021/22 to advance and deliver on the objective and mandate of IPAC Toronto Region. In my mind, two themes help characterize the year's efforts: collaboration and partnership, and progressing towards a return to (new) normal.

We continued to build on our relationship with our fellow Ontario regional chapters, with a view to strengthening coordination and collaboration among our groups. This has led to the delivery of a very interesting joint panel (on speaking truth to power), and another successful conclusion to the annual Lieutenant Governor's Medal of Distinction program, enabling us to recognize and celebrate a remarkable public servant and champion of Indigenous reconciliation. I am also thrilled to see the chapter establish relationships and collaborate with new organizations, such as ConnectOntario, the Project Management Institute (PMI), the Association of Municipal Clerks and Treasurers of Ontario (AMCTO), among others, as well as with a number of schools of public policy through our newly-established New Professionals Portfolio Advisory Council. These partnerships, along with the support of our colleagues at IPAC National Office, ultimately helped us plan and deliver our first major in-person initiative, the New Professionals Conference in October, where we also presented this year's recipient of the Emerging New Professionals Award.

Along the way, we looked for opportunities—in a balanced way—to generate revenue, and underscore and enhance the value of membership with IPAC. Through this all, I think we continued to strengthen the foundation in our efforts to achieve improved engagement, quality programming, and, as a key metric of sustainability, increased membership and stronger financial condition as a chapter.

As you review this document, I hope that you will agree that in spite of the continued pandemic, evolving work contexts and situations, and other challenges, we have remained engaged through supportive and relevant programming.

Our work has been made possible by a diverse and strategic Board of Directors, that includes representation from all levels of government, non-profit organizations, and the private sector committed to building a strong public service. We have also relied significantly on our wonderful team of volunteers that lent their time and talent to help with a range of operational activities, from graphic design and managing our communication channels, to organizing events and participating on panels.

Our Board continued to work diligently behind the scenes, through regular plenary meetings and various working group sessions. This year, we started to transition to hybrid arrangements, offering opportunities to connect in-person as a team every other month. In the closing months of 2022, the Board focused on efforts to renew itself through the recruitment of a number of new members, proposed as part of this month's Annual General Meeting. The recommended Board offers a mix of experience and stability, with the return of many long-standing colleagues, and the vigour and fresh insights of incoming members. I am excited by the strength and value of this diverse Board, with members coming from across a variety of sectors and bringing with them tremendous public sector and community experience.

In closing, on behalf of the Board, I wish to express my gratitude to you—the reader—whether you are a member of IPAC, or someone who has recently seen the light and will likely be joining us, for your interest in helping foster excellence in public administration and building a diverse, innovative and committed public service.

Sincerely,



Joseph Silva
Chair, Board of Directors



Board members celebrate 2021 and usher in 2022 during the December 2021 virtual Board meeting

2021/22 AT A GLANCE

- Full returning slate approved at Annual General Meeting in November 2021, including a new Treasurer to lead and oversee the chapter's financial operations
- Built on *Authentic Conversation* series, planning and delivering sessions on healthcare, speaking truth to power, workforce trends, and wellness
- Established new and strengthened existing partnerships, including joint panel with National Capital Region and Southwestern Ontario regional chapters, and collaborative events and initiatives with PMI, CERIC, OMHRA, Connect Ontario and AMCTO
- Continued to strengthen New Professionals programming, including running a mentorship pilot program, establishing a Portfolio Advisory Council, delivering the annual Emerging Professionals Award, and organizing the annual New Professionals Conference
- With the other Ontario chapters, delivered the annual Lieutenant Governor's Medal of Distinction in Public Administration award, recognizing Marian Jacko, Ontario's Assistant Deputy Attorney General for the Indigenous Justice Division
- Supported and joined in the celebration of IPAC's 75th year, hosting an in-person reception at the start of the national conference
- In Q4 2022, achieved chapter membership of over 500

EVENTS HIGHLIGHTS

IPAC Toronto strives to deliver engaging content, bring forward new and diverse perspectives, and offer accessible programming by seeking out partnerships with professional associations, public sector networks and the private sector.

This year's activities were inspired by the chapter's Authentic Conversations series, meant to table and tackle, in an honest way and from multiple vantage points, the most pressing issues facing the public service. Between fall 2021 and fall 2022, IPAC Toronto organized 4 webinars, 1 open conversation, 1 in-person event and 1 hybrid event, and participated in a partner organization's annual conference by organizing a panel discussion.

Joint Virtual Panel with PMI Toronto



Towards the end of 2021, IPAC Toronto had an opportunity to partner with the Project Management Institute (PMI) Toronto to feature thought leaders from the Board to speak to lessons learned from the pandemic. The event targeted both PMIT and IPAC members.

Taking Stock, Looking Forward: Impacts, Responses and Lessons Learned from the Pandemic enabled Board members to share and discuss their perspectives and speak to key impacts of the pandemic on their organizations and sectors, their response, and lessons learned as communities grappled with COVID-19, and efforts towards building back better.

Webinar on Digital Health

IPAC Toronto organized a webinar on digital health and improving health outcomes as a part of the Authentic Conversations series launched in 2021. The discussion aimed to explore digital health from the perspectives of a patient, planner and provider. The webinar was scheduled to be held in January 2022 but was cancelled due to extenuating circumstances.



Webinar on the Future of Work & Workforce Trends

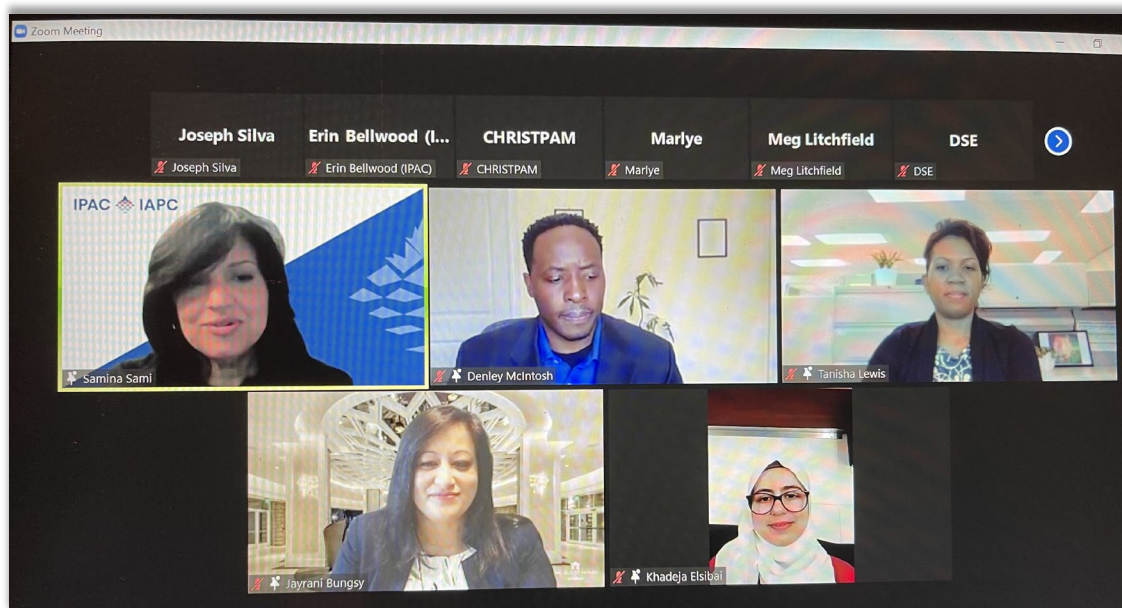
In partnership with the Ontario Municipal Human Resources Association (OMHRA) and CERIC, IPAC Toronto hosted Lisa Taylor, the president of Challenge Factory & the author of *The Talent Revolution: Longevity and the Future of Work* to discuss workforce trends and the future of work. The webinar explored workforce and career trends and their impact on the current job market and public sector workforce. It also offered public sector leaders tips for the recruitment and retention of an inclusive, agile and equipped workforce.

Open Conversation on Work-Life Integration

IPAC Toronto and Connect Ontario, a network within the Ontario Public Service, hosted an open conversation titled *What does the New Normal look Like for you?* in May 2022.



The open conversation was moderated by Connect Ontario program lead Tanisha Lewis, and featured a dialogue with IPAC Toronto members Jayrani Bungsy and Khadeja Elsibai and Connect Ontario founder Denley McIntosh on the differences between work-life integration and work-life balance and the challenges and opportunities. The session offered a safe space for sharing personal experiences and thoughts and learning from colleagues working in all three levels of government.



Panel Discussion on Speaking Truth to Power

IPAC Toronto, along with the National Capital Region and Southwest Ontario regional groups of IPAC, brought together senior leaders from all three levels of government to speak to the concept of “fearless advice, loyal implementation” and the relationship between public servants and political officials. Panelists also discussed the evolution of the relationships between the bureaucracy and the elected officials and strategies for interacting with political officials for the first time and building trust.

As part of efforts to launch back into revenue generating events, the event was free for IPAC members, and non-members were charged a nominal registration fee.



Speakers (from top left to bottom right): John Milloy, former Cabinet Minister & Assistant Professor of Public Ethics; Yolande Davidson, Director of Equity & Human Rights, City of Toronto; Heather Scriver, Assistant Deputy Minister, Saskatchewan Ministry of Corrections and Policing; David Lindsay, Chair of Board of Directors, Infrastructure Ontario, and former Deputy Minister and senior political staff; Colette Kaminsky, Associate Assistant Deputy Minister, Innovation Science & Economic Development Canada

Panel Discussion at the 2022 AMCTO Conference and AGM

In June 2022, IPAC led an engaging panel discussion at the conference and annual general meeting (AGM) of the Association of Municipal Clerks and Treasurers of Ontario (AMCTO). IPAC Chief Executive Officer (CEO) David Fulford moderated the forum that included Toronto Region Chair Joseph Silva, York University Associate Professor of Public Policy Zach Spicer, and Michelle Adlam, manager of recovery planning and corporate continuous improvement at The Regional Municipality of York. Panel members spoke about workforce and workplace trends, challenges and opportunities, and emerging approaches organizations are considering or implementing within a context of an evolving 'new' normal.

In-person Reception

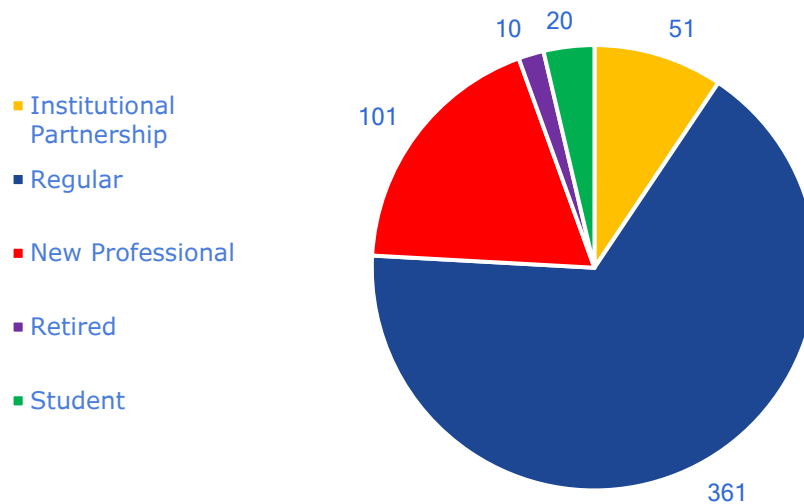
On September 7, 2022, IPAC Toronto hosted a networking event focused on the role of IPAC in promoting excellence in public administration. The event featured remarks from IPAC president and former deputy minister, Giles Gherson, and CEO David Fulford who provided insights into key accomplishments and future directions for the organization. Attendees from the municipal, provincial and federal levels of government as well as academia, the not-for-profit and private sector engaged in discussion about strengthening IPAC's impact on members and the public service community. Complimentary drinks were sponsored by Beam Group.



MEMBERSHIP HIGHLIGHTS

IPAC Toronto's membership has averaged 475 members over the past year. Students and new professionals represent 9% and 22% of membership respectively. An average of 47% of members have obtained membership at the regular or retiree rates. 22% of memberships with IPAC Toronto consist of memberships obtained through an institutional partnership with IPAC.

As of October 2022, IPAC Toronto's membership totals 543 members. The below pie chart shows the breakdown of members by membership type.



IPAC Toronto strives to offer member-exclusive programming, in addition to the membership benefits offered by IPAC's National Team. The programming includes a mentorship program exclusive to members and free or discounted events, such as the webinar titled Speaking Truth to Power which was free only for members and the 2022 New Professionals Conference, for which members received a 30% discount.

VOLUNTEERS

IPAC Toronto's volunteers are very integral to the chapter's operational success. Our volunteers are students or early-to-mid career professionals. Over the past year, 10 volunteers dedicated their time to IPAC Toronto, of which 4 were onboarded in 2022. Volunteers have been mostly supporting event planning, program delivery and our communications portfolio.

The Board of Directors recruits volunteers on an on-going basis through targeted recruitment to fill specific needs and through a volunteer intake form on IPAC Toronto's website.

During Volunteer Appreciation Week in April 2022, the Board of Directors recognized the volunteers on its social media platforms and provided a small token of appreciation.



COMMUNICATIONS

IPAC Toronto runs a Twitter account and a LinkedIn account, in addition to maintaining a website and sending periodic emails to IPAC members and friends. The social media accounts serve a dual purpose: 1) communication of updates about the Chapter's activities, and 2) the enhancement of IPAC's brand and online presence.

As at November 6, 2022, IPAC Toronto's Twitter account has 670 followers, a 5% increase since the start of 2022.

IPAC Toronto's LinkedIn account, which was launched in February 2021, has consistently seen growth in the number of followers, with higher rates of growth in followers experienced during higher periods of activity. In October 2022, the number of followers increased by 12% to reach 570 followers. This was in part a result of the content published in respect of the New Professionals Conference.

Since late 2021, IPAC Toronto has been using an email marketing software that allows for the segmentation of IPAC members and friends. This has allowed us to cater information that is relevant and meaningful to the different segments of our membership.

IPAC Toronto's Board of Directors encourages members and colleagues to continue to like, share and/or comment on our social media posts to increase awareness of IPAC Toronto's brand & initiatives.

NEW PROFESSIONALS HIGHLIGHTS

IPAC Toronto Region's New Professionals program aims to offer events and programming that is focused on the professional needs of new public servants. In 2022, IPAC Toronto ran the Emerging New Professional Award, launched the pilot mentorship program and hosted the New Professionals Conference in October 2022.

New Professionals Portfolio Advisory Council

To inform our programming and our engagement strategy, an advisory council consisting of students, alumni and faculty from 7 public policy and public administration programs in the GTHA was assembled. The advisory council creates a forum for sharing insights on the needs of students and new professionals and for discussing opportunities for IPAC to enhance its programming, services and partnerships. The advisory council held its first meeting in March 2022. The thoughts and feedback shared during the March 2022 meeting informed the programming offered at the New Professionals Conference and is guiding the planning for the programming scheduled for Winter and Spring 2023.

Emerging New Professional Award

In 2021, IPAC Toronto launched the Emerging New Professional Award to celebrate outstanding new professionals who have made remarkable contributions to public service. The award recognizes a new professional who represents the ideals of a public servant and is an emerging leader in the Greater Toronto and Hamilton Area. The award recipient was selected based on community involvement, demonstrated leadership in the workplace, innovation and risk-taking to advance the public good, service excellence, and championship of diversity and inclusion.

The 2022 recipient of the Emerging New Professional Award is Hyacinth Khin. Hyacinth is a Senior Strategic Advisor at the Ontario Treasury Board Secretariat, where she provides strategic policy and fiscal planning advice on operating and capital decisions related to the education sector. Hyacinth holds a Master's in Public Policy, Administration & Law from York University. She currently serves as District Delegate and Community Lead for her workplace union and is a mentor at Victoria College, University of Toronto.



Mentorship Program

In Winter 2022, IPAC Toronto launched a pilot mentorship program exclusively for IPAC members. 10 IPAC members participated as mentees and were paired with a mentor. Mentees and mentors were encouraged to hold a minimum of 3 mentorship sessions and were all public servants, or aspiring public servants, from all three levels of government which allowed for matching program participants from different levels of government together. The mentors consisted of 2 senior staff, 1 manager, 5 directors and 2 senior executives. An orientation event was held in January 2022 to familiarize participants with the program's expectations and structure, and to allow program participants to network.



Above: Mentorship program participants at the program kickoff event in January 2022.

A feedback survey was sent out to program participants and had a 70% completion rate. The following consists of some of the feedback received through the survey:

- 50% of respondents were satisfied with the program's structure and 43% were somewhat satisfied.
- 86% of respondents advised that the mentorship experience allowed them to gain new knowledge or perspectives.
- 79% of respondents advised that the mentorship program enhanced their professional development.
- 79% of respondents were able to hold a minimum of 3 meetings with their match.
- 79% of respondents advised that they are very likely to participate again in the program.

Given the success of the pilot program, the IPAC Toronto Board of Directors looks forward to offering the mentorship program in 2023 as a stand-alone program open to all IPAC Toronto members.

New Professionals Conference

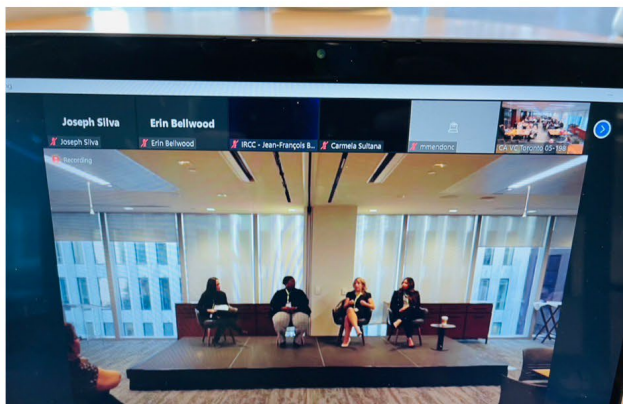
On October 28, 2022, IPAC Toronto hosted the New Professionals Conference at the Bay Adelaide Centre- East Tower and live-streamed the event for virtual attendees. Sponsored by Deloitte, Beam Group and AMAPCEO, the conference centered around the theme "Growing in Tomorrow's Public Service".

The conference brought together over 200 early-to-mid career public servants and aspiring public servants. About 50% of attendees worked in the municipal sector, 7% worked in the Government of Canada, 6% were students, and employees of the Ontario Public Services and Manitoba Public Service each accounted for 17% of attendees.

The Secretary of Cabinet and Head of the Ontario Public Service, Michelle DiEmanuele delivered a thought-provoking keynote that involved her reflecting on her over 30-year career in the public and private sectors. Throughout the day-long conference, participants networked, explored strategies for career growth and mobility, and reflected on their career journey. The conference ended with a speed mentorship session in which executives from all

three levels of government shared their career advice and experiences with small groups of attendees.

IPAC Toronto's outreach and speaker recruitment efforts were supported by several professional networks and associations from the three levels of government, IPAC's National Team and the IPAC Manitoba regional group. This year's organizing committee was led by Khadeja Elsibai, IPAC Toronto Region New Professionals Chair



LIEUTENANT GOVERNOR'S MEDAL OF DISTINCTION

Since 1990, the Lieutenant Governor of Ontario has partnered with the National Capital Region, Southwest Ontario and Toronto Regional Groups of IPAC to encourage and recognize excellence in public service in Ontario by awarding the Lieutenant Governor's Medal of Distinction in Public Administration.

2021 Lieutenant Governor's Medal Recipient



On October 19, 2022, the 2021 Lieutenant Governor's Medal of Distinction in Public Administration was awarded by The Honourable Elizabeth Dowdeswell to Marian Jacko.

Marian is the Acting Assistant Deputy Attorney General of the Indigenous Justice Division of the Ontario Ministry of the Attorney General. She previously served as Acting Assistant Deputy Attorney General of the Victims and Vulnerable Persons Division in the Ministry of the Attorney General, as well as the Children's Lawyer for Ontario, becoming the first Indigenous person appointed to that role. Marian has also acted as legal counsel in the Motherisk Commission and for the Ontario Ministry of Attorney General.

As a lawyer trained in both Anishinaabe and Canadian law, Marian endeavours to amplify the voices of historically marginalized communities and vulnerable people in Ontario. Marian's vision and distinctive leadership style, rooted in the Seven Grandfather Teachings of the Anishinaabe and informed by the Teachings of the Medicine Wheel, has shaped the work of the Ministry of the Attorney General for over 20 years. She has spearheaded many anti-racism initiatives within the Ministry of the Attorney General, including the introduction of mandatory Indigenous cultural competency, anti-racism and anti-colonialism education for all staff during her time as Ontario Children's Lawyer. In recognition of her outstanding career achievements and exemplary leadership, Marian was awarded the Indspire Award for Law & Justice and the Law Society of Ontario's Laura Legge Award.

This year's selection committee, consisting of members from the Toronto, National Capital Region, and Southwest IPAC regional chapters, was led by Toronto Region Board member Spencer Sandor.

Maria Jacko will be delivering the keynote at the 2022 IPAC Toronto AGM. Last year's recipient, former Town of Newmarket Chief Administrative Officer Bob Shelton, spoke at the 2021 AGM as part of a fireside chat, reflecting on a long and distinguished career and community service in municipal government (see below).



Award Program Review

In 2021, IPAC Toronto engaged a group of students from York University as part of an experiential learning program to begin a review of the award program which has remained unchanged since 1990. Work continues on the review in partnership with the National Capital Region and Southwest Ontario regional groups with a goal of having program updates in place for the 2022 award cycle.

FINANCIAL SUMMARY

Below are highlights of our financial activities from July 1, 2021 to June 30, 2022 inclusive. Comparative to 2021, spending and revenues received were lower, which is attributed to the timing of expenses and the fiscal year period. Note 3 below provides more details.

Revenue:

	<u>2022</u>	<u>2021</u>
New Professional Event Revenue:	\$880	\$0
Membership Fees ¹ :	\$0	\$1,343
Interest Income ² :	\$530	\$770
Total Revenue³:	\$1,410	\$2,113

Expenses:

Administrative Expenses ⁴ :	\$2,106	\$9,823
Lieutenant Governor's Award Expenses	\$283	\$1,209
National Conference	\$112	\$0
Total Expenses³:	\$2,501	\$11,032

Profit / (Loss):	(\$1,091)	(\$8,919)
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Notes

1. Membership fees are remitted from IPAC National annually and are based on the number of regional group members as of December 31st in the previous calendar year. IPAC TRG is actively working with IPAC National to receive the 2021 remittance.
2. Interest income is the total interest received from our GIC during the fiscal year. \$20,000 of our GIC matured during the year and was reinvested in March 2022. The GIC was originally purchased with funds generated through hosting the IPAC National Conference in Toronto in June 2016.

3. To align with the fiscal year, the statement excludes revenues earned and expenses incurred for events and activities that took place after June 30, 2022, such as the 2022 New Professionals Conference and the 2021 Lieutenant Governor's Award (ceremony took place in Fall 2022). This will be captured in the July 1, 2022 to June 30, 2023 financial statements.
4. Administrative expenses comprises of various fees and expenses required to provide activities to members and to run operations.

FINANCIAL STATEMENTS

INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA TORONTO REGIONAL GROUP

Financial Information

Year Ended June 30, 2022

COMPILATION ENGAGEMENT REPORT

To the Member of Institute of Public Administration of Canada Toronto Regional Group

On the basis of information provided by management, we have compiled the statement of financial position of Institute of Public Administration of Canada Toronto Regional Group as at June 30, 2022, and the statements of revenues and expenditures and changes in net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

NVS Professional Corporation

NVS Professional Corporation
Chartered Professional Accountants
Authorized to practise public accounting by
the Chartered Professional Accountants of Ontario

Markham, Ontario
November 22, 2022

An independently owned member
RSM Canada Alliance



INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA TORONTO REGIONAL GROUP

Statement of Financial Position

June 30, 2022

ASSETS

CURRENT

Cash and cash equivalents	\$	30,463
Term deposits		21,133
Accounts receivable		<u>500</u>
	\$	<u>52,096</u>

LIABILITIES AND NET ASSETS

CURRENT

Accounts payable and accrued liabilities	\$	<u>45</u>
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NET ASSETS

Members' equity		53,142
Deficiencies of expenses over revenue		<u>(1,091)</u>
		<u>52,051</u>

TOTAL LIABILITIES AND NET ASSETS

\$ 52,096

ON BEHALF OF THE BOARD

Canice Mok Director

See accompanying notes to financial information

INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA TORONTO REGIONAL GROUP**Statement of Revenues and Expenditures****Year Ended June 30, 2022****REVENUES**

Interest income	\$	530
New professionals income		<u>880</u>
		<u>1,410</u>

EXPENSES

Administration and general		2,106
Lieutenant Governor Award		283
National conference		<u>112</u>
		<u>2,501</u>

DEFICIENCY OF REVENUES OVER EXPENSES**\$ (1,091)**

See accompanying notes to financial information

INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA TORONTO REGIONAL GROUP

Statement of Changes in Net Assets

Year Ended June 30, 2022

	2022
NET ASSETS - BEGINNING OF YEAR	\$ 53,142
DEFICIENCY OF REVENUES OVER EXPENSES	<u>(1,091)</u>
NET ASSETS - END OF YEAR	<u>\$ 52,051</u>

INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA TORONTO REGIONAL GROUP

Notes to Financial Information

Year Ended June 30, 2022

1. BASIS OF ACCOUNTING

The basis of accounting applied in the preparation of the statement of financial position of Institute of Public Administration of Canada Toronto Regional Group as at June 30, 2022, and the statements of revenues and expenditures and changes in net assets for the year then ended is on the historical cost basis and reflects cash transactions with the addition of:

- accounts receivable less an allowance for doubtful accounts
- accounts payable and accrued liabilities