



Institute on
Governance

Institut sur la
gouvernance

The Year in Review **2022-2023**



2023

613-562-0090

Info@iog.ca

www.iog.ca

60 George Street, Suite 203

Ottawa, ON

K1N1J4



Table of Contents



- 01 Message from the Chair of the IOG Board of Directors
- 02 Message from the President and CEO
- 03 Our Board
- 04 2022-2023 in Numbers
- 05 IOG Re-Think: Mission, Vision, & New Directions
- 07 Public Sector Governance
- 09 Board Governance
- 10 IOG Learning and Leadership
- 12 Thought Leadership and Convening
- 15 Publications
- 16 Our Sponsors and Collaborators
- 17 Financial Information



Message from the Chair of the Board

“

As Chair of the Board of Directors of the Institute on Governance, I am pleased to sign this first IOG Year-in-Review, on behalf of the Board.

This past year has been a tremendously busy one both for management and the Board members themselves. A new President and CEO is reinvigorating the IOG with a new focus and direction. And new Board members have been recruited to guide and support those efforts.

This past year saw the Board intensively engaged in a strategic re-think of what the IOG does and where we should be going as Canada's only not-for-profit charity dedicated to public governance. We are united in our belief in the mission of the IOG, that good governance is essential for a strong, united, democratic Canada.

Board members take our oversight responsibility seriously to ensure we are both financially sustainable and strategically relevant. This past year saw strong progress on both those fronts with the New IOG emerging, supported by strong financial results.

Good governance begins at home with clear accountability and transparency to the IOG's clients, associates, friends, and supporters. That's why this report and its subsequent issues are important.

Our Board members come from across Canada. We are volunteers who represent an increasingly diverse range of perspectives to ensure the IOG is relevant and impactful. I encourage you to read this report and learn more about the IOG and the good works it is doing, for Canada and for Canadians.

Sincerely,

Aurèle Thériault

Chair of the Board



Message from the President & CEO



“

Dear IOG followers,

I am delighted to sign our first annual Year-in-Review on behalf of the Institute on Governance. Good governance requires ongoing transparency and accountability. This report helps us fulfill those obligations while telling you more about ‘the IOG story’.

That story begins with a new chapter. A New IOG with a new look and new directions to meet new governance realities

First up, a new logo as part of a fresh, modern, and accessible look to who we are and what we do. Note the three core services: Learning and Leadership, Advice Governance Advice, Thought Leadership and Convening. Second, is a clear focus on what we call the Good Governance Triangle.

Good governance resides at the nexus of the public interest, public institutions, and public servants. That’s where we come in. We advise public institutions by bringing applied governance solutions. We equip public servants with the skills and training they need to become practical, high-performing leaders. And we convene public sector leaders, practitioners, and experts around important governance issues through our thought leadership initiatives, as we did with our June “Resilient Institutions” conference on learning lessons from the pandemic.

Third, we have a new website with Canada’s only public governance knowledge hub, free and accessible to all. Our fully integrated Knowledge Hub allows any public servant in Canada to find the course or program right for them and register on the spot.

That’s where we’re going. This past year has been a building one. The IOG team has been busy setting the groundwork for all this and more. Read the 2022-23 IOG Year-in-Review for a snapshot of what we’ve been up to, here in Canada and in other parts of the world. Good governance is our shared passion. I’m excited about what’s ahead for the IOG!

Sincerely,

David McLaughlin

President & CEO



Our Board as of June 2023

The Institute on Governance is a registered charitable organization overseen by a Board of Directors.



Aurèle Thériault

Chair of the Board at IOG; Co-President, Interlocus Group



Colin McKay

Head, Public Policy and Government Relations, Google Canada



Aneeta Bains

Partner, Public Sector at IBM Canada



Brian Bost

Partner, Advisory Services, KPMG



Malcolm Brown

Senior Strategic Advisor with PricewaterhouseCoopers LLP



Shingai Manjengwa

Founder and Chief Executive Officer of Fireside Analytics Inc.



Dr. Martine Durier-Copp

Former Academic Dean, NSCAD University



Sarah Paquet

Vice Chair at IOG; Director and Chief Executive Officer at FINTRAC



Owen Charters

CEO of BGC Canada



Catrina Tapley

Former Deputy Minister of Immigration, Refugees and Citizenship Canada (IRCC)



Daryell Nowlan

Vice-President, Policy, Programs and Communications, Atlantic Canada Opportunities Agency (ACOA)



2022-2023 in Numbers

Events

3 Events
400+ Registrations
30+ Guest Speakers

Learning

4 Leadership Programs
26 Course offerings
181 Courses and Programs delivered
2,500+ Registrants

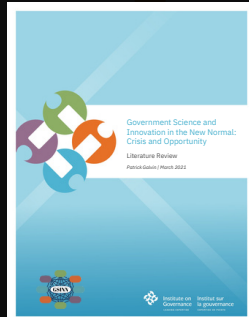
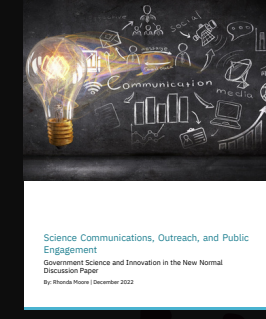
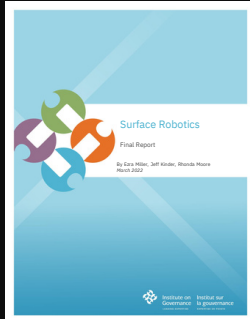
Social Media

4,447 X (Twitter) Followers
7,353 LinkedIn Followers
1,217 Facebook Likes
56 Instagram Followers
781 YouTube Subscribers

Advisory Services

Over 30 Client
Advisory Projects

13 Publications



IOG Re-Think: Mission, Vision, & New Directions

For the past three decades, The Institute on Governance (IOG) has been dedicated to improving public governance in Canada and around the world. As challenges evolved throughout the years, so too has the IOG in the service of good governance.

This year saw the IOG undertake a 're-think' process which included a reexamination of the organization's role and mission in advancing good governance.

Mission

Applying good governance to serve Canadians better.

Vision

Canada has the best public institutions and public servants in the world.

Values

- **Independence:** We are independent and non-partisan in our approach and governance.
- **Collaboration:** We believe that working collaboratively with clients and partners makes both of us stronger and leads to better results.
- **Respect:** We act respectfully always towards our clients, partners, and each other.
- **Inspiration:** We are inspired by our vision and mission and motivated by the power of good governance to serve people better and make a stronger, better Canada.
- **Diversity:** We believe in diversity of thought and people.
- **Excellence:** We strive always for excellence in what we do and how we do it.

New Logo & Brand Colours

Our new 'Pillar' logo concept communicates that like columns, the IOG is enteral in supporting the structure of good governance. The letters I-O-G from the shape of a column connecting the IOG with the tradition and history of democratic governance.

The IOG's new brand colours represent modernized and rejuvenated versions of our previous palette. Staying true to our roots while adapting to better serve the challenges of tomorrow.



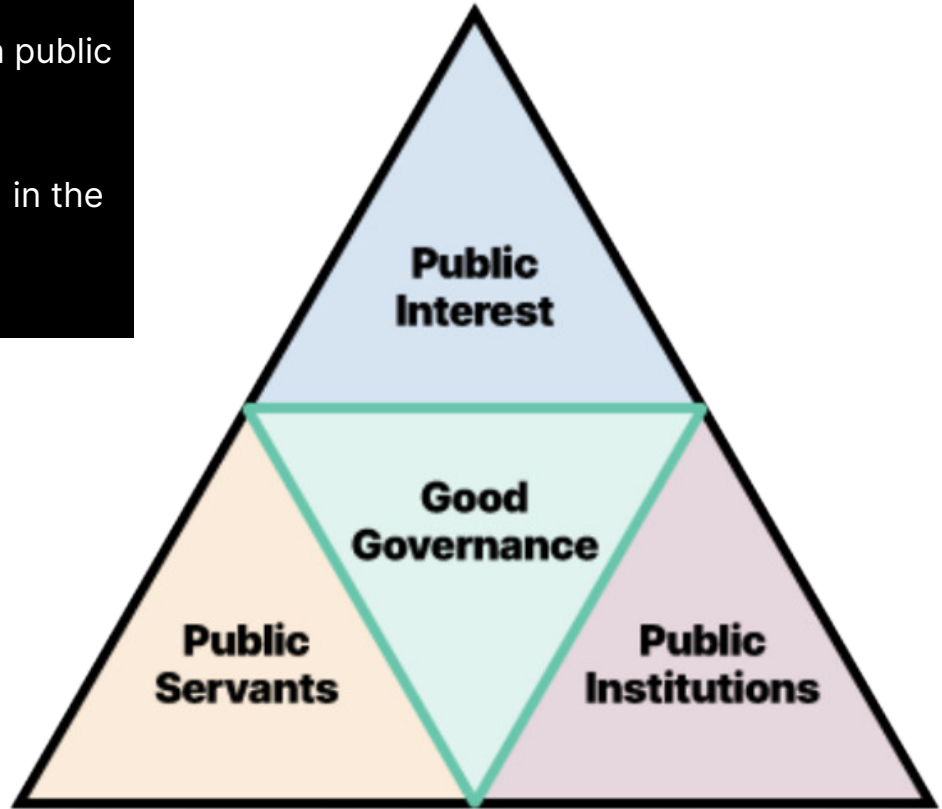
**Institute on
Governance**

**Institut sur la
gouvernance**



The IOG is Governance

We are an independent, non-partisan public purpose organization that exists to advance good governance in public institutions, with public servants, and in the public interest.



Our Work

Learning and Leadership	Applied Governance Advice	Thought Leadership and Convening
<p>We offer public servants courses and leadership programs to help them succeed.</p>	<p>We advise on applying good governance practices and processes to improve public institutions' performance.</p>	<p>We convene and collaborate on good governance ideas and practices.</p>

Applied Governance Advice

The IOG provides governance advisory solutions and support to federal and provincial public sector organizations. We help mission-driven organizations to deliver on their mandates through good governance.

The IOG supported several public sector organizations in specific applied governance projects in 2022-2023

An Innovative, Multi-Stakeholder Corporate Structure

The Institute on Governance designed a new corporate structure for an arm-length federal government entity, with a mandate driven by innovation in the financial sector. The work, which was multi-stakeholder in nature, was designed to best support Canada's open banking system, while ensuring the structure remained consistent with Government of Canada practices and ministerial accountability.



Internal Governance Review of a Federal Arms-Length Entity

The Institute on Governance reviewed and assessed the internal governance of a new federal agency to help it transition to a mission-driven and mandate-focused delivery organization with clarity on committee roles and processes.

Innovation, Research, and Governance

The IOG engaged innovation and research stakeholders in a province to develop consensus for a new provincial innovation governance model. The IOG's final report provided a series of recommendations for creation of a new provincial innovation agency and associated governance model.



Organizational and Process Review

The Government of Montserrat commissioned the Institute on Governance and Global Perspective Inc. in a joint venture to conduct a government-wide organizational and process review. This project examined whether current structures, systems, processes, and staffing provided a sound basis to support the strategic vision of the nation. The project sought to identify actionable improvements to the government's system-wide structures and operations with a view to re-engineering and digitizing service delivery to achieve better outcomes for citizens.

Board Governance

The Institute on Governance supports good governance for not-for-profit and distributed governance organizations, including Agencies, Boards, Commissions and Crowns of federal and provincial governments. We worked with over a dozen clients in 2023-24. Many of these projects were governance reviews to assess the current state of an organization's governance and provide recommendations for governance improvement. In some cases, the IOG was then asked to support implementation, including developing and/or updating policy manuals. Finally, the IOG provided a range of custom Board governance training sessions as well as facilitated Board retreats on focused topics such as the role of the Board, member engagement, and committee structures.

The IOG led a governance review of a large, provincially based not-for-profit as it considered governance improvements and approaches in response to a changing external context and demands. Work included a document review, a series of confidential internal and external stakeholder interviews, research on other relevant governance models, and preparation of a report on findings with recommendations.

The IOG prepared and facilitated a customized 2-hour, in-person training session for a Board of Directors of a charity. Topics covered included the Characteristics of High Performing Boards and the roles and responsibilities of individual Board directors, Board meeting good practices, Board committee good practices and the Board's relationship with the CEO.

International: Strengthening Inclusive Local Governance in Iraq

This project, funded by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), sought to assess selected service delivery administrative processes in the water and municipal services sector and in the current management of citizen complaints in three governorates in Iraq. This assessment is the first step towards developing suggestions on how delivery of services and related administrative processes in these three areas could be improved, including through the better engagement of citizens in their design and delivery.

Learning and Leadership

This past year was pivotal for the IOG as learning offerings started to shift from being exclusively virtual to being in-person, as they were prior to the COVID-19 pandemic. During the transition, some registration patterns suggested that virtual offerings were still the preferred method of delivery. The IOG adapted to the post-COVID landscape by implementing hybrid models as a best of both worlds approach. All of our leadership programs now include an in-person delivery module.



Virtual ELP - Cohort #8

Leadership Programs

The IOG provided Leadership Programs that prepare rising public service executives for the public service of tomorrow. Running between 4 weeks and 7 months, the IOG's Leadership Programs are masterclasses designed to set graduates apart from the pack. Between May 2022 and June 2023, the IOG provided learning and training services to 144 federal public service executives through our four leadership programs.



LDPSI - Cohort #7

Notable guest lecturers and speakers:

- Jean-Francois Tremblay -- Deputy Minister, Employment and Social Development Canada
- Sarah Paquet -- Director and Chief Executive Officer, Financial Transactions and Reports Analysis Centre (FINTRAC)
- Simon Bergeron -- Chief Statistician from Quebec
- Carlene Alexander -- Deputy Minister of Infrastructure and Deputy Minister of Legislative Affairs Ontario
- Kathleen Wynne – Former Premier of Ontario
- Dr. Shelley Boulianne – Professor, Digital Political Communication at ESPOL- Université Catholique de Lille, France.
- Peter Wallace – Senior Advisor at the Boston Consulting Group, Fellow at the Munk Institute of Global Affairs and Public Policy; Fellow at the CD Howe Institute. [Formerly -- Secretary of the Treasury Board, Former City Manager (Toronto), Former Secretary of Cabinet and Head of the Public Service for Ontario.]
- Daniel Jean -- Former National Security and Intelligence Advisor to the Prime Minister; Former Deputy Minister, Foreign Affairs (now Global Affairs Canada)

Virtual Courses

As fast track learning solutions, the IOG offers an array of highly specialized virtual courses designed to provide immediately applicable, skill-based training. In the past year, the IOG provided learning and training services to 1610 registrants through 27 courses and 4 leadership programs.

Public servants from multiple departments, agencies, and Crown Corporations participated.

Client Testimony

“CMHC engaged IOG to discuss providing a customized training path for newer employees. As we discussed our needs, IOG suggested other possible topics to help round out our training that we had yet to consider. In the end, IOG delivered a very robust, well-received curriculum. Working with Francois, Marina, Lynn, and their instructors was a great experience, and I wouldn’t hesitate to work with them again.”

- Jennifer Braid, Canada Mortgage and Housing Corporation (CMHC)

Custom Learning

Custom courses, which are often created and provided for intact teams, are frequently delivered exclusively in-person, given the focus on team dynamics. We had a significant contract with a Crown Corporation, which involved training three staff cohorts, totaling 75 people.

The courses given were How Government Works, Policy, and TB/MC. The IOG provided learning and training services to 613 registrants through 17 custom learning offerings.

Nunavut

The IOG continued its long-standing relationship with the Government of Nunavut in 2022-2023 - now in our eighth year.

In 2022-23, we delivered two cohorts of Policy Foundations, one cohort of Policy Training, and one cohort of Advanced Policy Training. All of these programs were redesigned to be delivered virtually. These programs are highly customized to reflect the policy processes and issues of Nunavut, and also the history, culture and values of Inuit. The programs aim to build policy skills and capacity in the GN, and to bring more Inuit employees into policy roles.

In 2022-23, we also delivered one cohort of the Hivuliqtikhanut Senior Managers Leadership Program. This program is designed for Director level employees.



Thought Leadership and Convening

The IOG had a productive year convening timely governance conversations for Canadians. We hosted public virtual and in-person events, including the following:

Surface Robots Webinar

In partnership with Global Advantage (September 2022), the IOG convened a free lunchtime webinar that examined surface robots and the Canadian AI landscape. Surface robots are small vehicles that operate with some degree of autonomy on sidewalks in uncontrolled settings. Read more on this piece on page 15.



Rebuilding Trust and Transparency in Government

In partnership with Evidence for Democracy (May 2023), the IOG hosted a lunchtime webinar exploring the critical issues of trust and transparency. The webinar discussed recently released research from both organizations on Canadians' trust in and perceptions of transparency about government decision-making.





Resilient Institutions Conference



Recognizing the unprecedented challenge that COVID-19 posed for public institutions at all levels, the IOG partnered with the Centre of Excellence on the Canadian Federation at the Institute for Research on Public Policy (IRPP) to convene a first-of-its-kind national conference dedicated to drawing lessons learned from the pandemic. Held in Ottawa in June 2023, *Resilient Institutions: Learning from Canada's COVID-19 Pandemic* was animated by four main themes: institutions of health, institutions of the federation, institutions of the public service, and institutions of democracy. The conference brought together over thirty roundtable participants, including senior policy practitioners from different levels of government, former and current elected officials, community organization leaders, Indigenous thought leaders, academics, scientists, and journalists, for a series of eight candid roundtable discussions. The IOG and IRPP will be releasing a report in 2024 with key messages from the roundtables, as well as a series of recommendations to make our public institutions more resilient in the future.



RESILIENT INSTITUTIONS CONFERENCE SPEAKERS

Anil Arora, Chief Statistician of Canada

Dr. Stephen Lucas, Deputy Minister of Health, Health Canada

Helen Angus, CEO, AMS Healthcare and former Ontario Deputy Minister of Health

Dr. Fahad Razak, Internist, Unity Health Toronto, Epidemiologist, and Associate Professor, University of Toronto

Stephen McNeil, Former Premier of Nova Scotia

Kennedy Stewart, Associate Professor, Simon Fraser University School of Public Policy and former Mayor of Vancouver

Carole Saab, Chief Executive Officer, Federation of Canadian Municipalities

Jesse McCormick, Senior Vice President, Research Innovation and Legal Affairs, First Nations Major Projects Coalition

Michael Wernick, Jarislowsky Chair in Public Sector Management, University of Ottawa and former clerk of the Privy Council

Lori Wanamaker, Vice Chair, BC Hydro and former Deputy Minister to the British Columbia Premier

Neil Bouwer, Visiting Professor of Practice, Max Bell School of Public Policy, McGill University

Dr. Amanda Clarke, Associate Professor, School of Public Policy and Administration, Carleton University

Jocelyn Formsma, Chief Executive Officer, National Association of Friendship Centres

Dr. Lori Turnbull, Director, School of Public Administration and Associate Professor of Political Science, Dalhousie University

Glenda Yeates, Vice Chair, Canadian Blood Services

Dr. Marcia Anderson, Dean of Indigenous Health, Social Justice and Anti-racism and Executive Director, Indigenous Academic Affairs, Ongomiiwin-Indigenous Institute of Health and Healing, University of Manitoba

Isabelle Mondou, Deputy Minister, Canadian Heritage

Dr. Shannon McDonald, Former Chief Medical Officer, First Nations Health Authority in BC

Shachi Kurl, President, Angus Reid Institute

Dan Kelly, President and CEO, Canadian Federation of Independent Business

Graham Flack, Secretary, Treasury Board of Canada Secretariat

Rob Annan, President and CEO, Genome Canada

Joanne Castonguay, Health and Welfare Commissioner, Government of Quebec

Hon. Erin O'Toole, Former Leader of the Official Opposition

Daniel Paré, Associate Deputy Minister, Department of Health and Social Service

Michael Vandergrift, Deputy Minister, Intergovernmental Affairs

Dr. John McAndrews, Research Associate and Managing Director of Policy, Elections, and Representation Lab (PEARL), Munk School of Global Affairs and Public Policy, University of Toronto

Lucie Opatrny, President and Executive Director, MUHC

Christiane Fox, Deputy Minister of Immigration, Refugees and Citizenship Canada

Mike Gladstone, Director External Affairs Canada, Enbridge

Taki Sarantakis, President of the Canada School of Public Service

Catrina Tapley, Former Deputy Minister of Immigration, Refugees and Citizenship Canada

Raj Grewal, Staff Emergency Physician in Hamilton and Assistant Professor at McMaster University

Alasdair Roberts, UMass-Amherst, Jocelyne Bourgon Visiting Scholar at Canada School of Public Service



Publications

Government Science and Innovation in the New Normal (GSINN)

Government Science and Innovation in the New Normal (GSINN), was a multi-year, collaborative research initiative designed to explore the impact of the pandemic on federally performed science and innovation, to support medium-term planning for federal science and innovation departments and agencies, and to provide insights to help rebuild the relationship between science and society.

The governance model that underpins Canada's relationship with science is based on a basic compact in which society supports science with public funds and assures the scientific community a great deal of autonomy in exchange for the considerable but unpredictable benefits that can flow from the scientific enterprise.

Today, many of the underlying social, economic, and political assumptions in the postwar compact are outdated. This project examined the relationship between science and society to imagine a new relationship, nine specific themes were identified:

- Equity, Diversity, and Inclusion;
- Global Research Collaboration and Infrastructure;
- Inclusive Innovation;
- Interdisciplinary Collaboration;
- Indigenous and Other Ways of Knowing;
- Mission-Driven Research and Innovation;
- Science Communications, Outreach, and Public Engagement;
- Skills and Knowledge; and,
- Trust, Integrity, and Science Ethics.

Taken together, these themes suggest elements of a new governance framework for science and innovation in Canada that embraces our current social, cultural and political realities, and recognizes the opportunities and limits of science. Perhaps most importantly, the project reinforces the role of science as part of society, and a tool ready to serve the needs of society.

The IOG presented the findings and conclusions of its research across the federal government's science sector.



Surface Robotics Report

Surface robots are small vehicles that operate with some degree of autonomy on sidewalks in uncontrolled settings. They are a relatively new area of technology and application of artificial intelligence that are known by many names, including Micro Utility Devices (MUDs) and autonomous ground vehicles (AGVs). These newcomers to Canadian sidewalks vary in size, speed, purpose, and functionality. Their presence has raised questions, concerns, and hopes. In November 2021, Transport Canada engaged the IOG to review the state of the technology, their use in Canada, and the related implications and impacts of this new technology. The IOG study by Rhonda Moore, Jeff Kinder, and Ezra Miller demonstrates that this new technology may offer social, economic, and environmental benefits to members of our community, eventually. However, at present, the technology is immature, the markets are undeveloped, and social concerns are yet to be addressed through further consultation, technology protocols, and standards and regulations



OUR SPONSORS AND COLLABORATORS

Many thanks to the following sponsors and collaborations who have supported our activities so generously this year:

The Institute for Research on Public Policy (IRPP)

Centre of Excellence on the Canadian Federation

Evidence for Democracy

Medavie

PGF Consultants

Power Corporation of Canada

The Max Bell Foundation

Innovative Medicines Canada

Moderna

Deloitte

The IOG is a proud friend of the Parliamentary Internship Program. We support the annual Alfred Hales Prize award to the best research paper written by a Parliamentary intern. [Click here for more information.](#)



CENTRE OF EXCELLENCE ON THE CANADIAN FEDERATION



POWER CORPORATION OF CANADA



Max Bell Foundation



Deloitte.

Financial Information

The IOG is a not-for-profit entity registered as a charity with the Canada Revenue Agency (CRA). We are overseen by an independent, volunteer Board of Directors. Our financial statements are audited annually by an independent audit firm and presented to the Board for review and approval.

The IOG regularly submits updates of its financial information to CRA which is published [here](#).



