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Inspire.  
Empower.

# 2020 - 2021 **ANNUAL REPORT**



## OUTLINE

-  **3** MESSAGE FROM THE NATIONAL BOARD CHAIR
-  **4** MESSAGE FROM THE CEO
-  **5** AS WE LOOKED AHEAD TO 2020-2021
-  **6** FISCAL 2020-2021 IN REVIEW
-  **7** WHO WE ARE
-  **8** A SPOTLIGHT ON THE SPEAKER SERIES
-  **9** PROFESSIONAL DEVELOPMENT ACROSS CANADA:  
BY THE NUMBERS
-  **10** LOOKING AHEAD TO 2021-2022
-  **11** ALL ABOUT fmi\*igf
-  **12** AUDITED FINANCIAL STATEMENTS

## MESSAGE FROM THE NATIONAL BOARD CHAIR

**Derek Cockburn, CPA, CGA**

2021 was a roller coaster of a year for everyone, with partial economic recoveries, followed by subsequent waves of the pandemic. As we learn from our past experiences, we continue to build upon them and become a stronger organization.

The **vision** for fmi\*igf continues to be “Excellence in public sector financial management across Canada”. This statement provides our direction to create a common view of who fmi\*igf is, and the type of product that we deliver, regardless of which chapter or province our members or stakeholders reside in.

Expanding on this concept, our **mission** statement is: “fmi\*igf is a leading source of professional development for all levels of the public sector financial community, developing members through value added learning and network opportunities”. I would like to emphasize three components of this statement:

- 1) **All levels** – one of the distinguishing strengths of fmi\*igf is that its learning events bring together the financial community at every level of government (federal, provincial, and municipal);
- 2) **Value added** – fmi\*igf provides outstanding financial and leadership content, focusing on developing well-rounded financially aware government employees; and
- 3) **Networking** – fmi\*igf brings together members to share their expertise and mentor the next generation of financial leaders – and we sure look forward to being able to do this in person in the near future!

As the longest standing financial management learning provider for government in the country, we knew we had to keep going. We took the bold strategic step of maintaining our full staff complement and pivoted to offering all the virtual learning activities we could provide. It paid off, registrations for learning were excellent and I could not be more pleased to note that after a year without PD Week, it will be back on in November 2021. The event will be fully virtual this year only, under the theme of Envision: Together We Can.

As well, we are also looking forward to a return to our first in-person learning event in over two years – PSMW in June 2022 in Halifax under the theme of Shifting Tides, Disruption, Diversity & Digital. Please know that as we reintroduce our flagship events, our primary concern is for the safety of everyone involved and decisions about format and health and safety considerations are paramount.

Once again, thank you to everyone who attended our newest learning product, our Speaker Series, or took in any of our on-line courses or webinars, without you the year would have been much more difficult. Also, thank you to all who were instrumental in the successes of this past year. It was a year with significant disruption, and we could not have achieved the results we did without the great efforts of our many volunteers, stakeholders, partners and dedicated staff.

I am looking forward to an eventful 2022, and along with it some very special milestones for fmi\*igf which will mark its 60th Anniversary (1962-2022), as well as our very first Chapter established in Victoria which will celebrate 40 years in operation.

Yours truly,

Derek Cockburn  
Chair, fmi\*igf Canada



**Derek Cockburn, CPA, CGA**  
**Chair, fmi\*igf Canada**

## MESSAGE FROM THE CEO

**Marty Muldoon, CPA, CMA, MBA**

Without a doubt, the pandemic has changed the way we operated this past year. The safety of fmi\*igf staff, partners, volunteers, and membership/attendees remained paramount as we managed through the year and faced key decisions along the way.

I am very proud of the National Office Team, they are a highly dedicated group which never wavered in their enthusiasm and focus of providing value to the learning community we so deeply enjoy working with. Their professionalism and expertise directly ensured that fmi\*igf was still able to provide an important list of learning and development activities despite having had to defer its flagship PDWeek and two successive PSMWs.

In August 2020 when I joined fmi\*igf, it was right at the time fmi\*igf had just taken those hard decisions, and I remember thinking that in many organizations, it could have been disastrous to lose key sources of engagement and revenue like that. What I was most impressed by was the resilience of fmi\*igf. Starting with the Board of Directors, to our National Team and regional Chapters and our vast network of volunteers, stakeholders and partners who are the lifeblood of why fmi\*igf matters so much to the community it serves, it was clear this organization was not facing a disaster, it was poised and ready to weather the storm!

Throughout the year, we never lost sight of serving our community's needs or being ready for when we could all get back to "a new normal". While delivering our new virtual Speaker Series, we were also hard at work planning for reintroducing PDWeek virtually for 2021 and our first in-person event in two years, PSMW 2022, which will be held in the beautiful Maritime city of Halifax in June 2022! I can't wait, it will be so wonderful to be able to engage with you all again soon, and finally in-person in Halifax!

I am still just as excited to be a part of this long standing organization as I was the day I was selected to become their new CEO. I will continue connecting with our community and partners and doing my part to ensure fmi\*igf always delivers exceptional professional development for the public sector financial management community and expands its reach more richly into all levels of government across Canada.

Warmest regards and please be safe,

Marty Muldoon, CPA, CMA, MBA  
CEO, fmi\*igf



**Marty Muldoon, CPA, CMA, MBA**  
CEO, fmi\*igf



## AS WE LOOKED AHEAD TO 2020-2021

As we were heading into fiscal year 2020-2021 a year ago, we were poised to build on the successes from 2019-2020, including a highly successful PDWeek 2019, but were only a few months into the pandemic and, like most everyone, were not too sure how things would unfold.

Our focus was on continuing to grow our presence in the digital space and keeping informed of the opportunities to run in-person programming and events. We considered various scenarios to ensure fmi\*igf continued its tradition of offering high-quality professional development to the public sector management community. Given the state of the pandemic, and focused on the health and safety of everyone who participates, we took the incredibly difficult decisions to cancel PDWeek 2020 and PSMW's 2020 and 2021 altogether.

fmi\*igf demonstrated its agility and introduced a highly successful Speaker Series which offered 17 CPD hours of learning from outstanding speakers and presenters, and went a long way to helping offset the absence of learning felt from the cancellations of PDWeek/PSMW.

Local fmi\*igf Chapters also pivoted their programming amidst the pandemic. Some postponed all programming where prudent to do so, while others were able to offer virtual events and keep their local attendees engaged, and open their programs to others from across the Country to those who normally would not have been able to attend when held in person. This was one of the unintended positives to come from the pandemic.



### fmi\*igf Speaker Series



Orlando Bowen



Cheryl Cran



Christine Felgueiras



Chris Bailey



Tim Nash

*A small sampling of the impressive line up of Speakers.*

## FISCAL 2020-2021 IN REVIEW

Like most organizations, fmi\*igf approached the year very prudently from a financial management perspective. It made the conscious and brave decision not to lay off staff, choosing rather to continue to find new ways of offering learning programming just as it has done since its origins in 1962. Relying initially on a conservative plan to draw on its reserve funds to cover planned shortfalls, fmi\*igf invested to offer virtual training through its new Speaker Series, while striving to reduce costs wherever possible elsewhere.

fmi\*igf carefully managed throughout the year, reducing all possible expenditures, successfully accessing federal assistance programs for wage and rent subsidies, and collecting on outstanding receivables. Taken together, all these measures reduced the reliance on its reserves, and greatly assisted fmi\*igf in successfully managing the year financially and ensuring it remained poised for long term continuity as it headed into the next fiscal year.

Without a doubt, the cancellation of the flagship PD Week event for 2020 led to a reduction in overall revenues and attendance numbers when compared with traditional annual reports. Despite this, fmi\*igf was still able to garner tremendous sponsor and attendee community support through its Speaker Series, and its other digital products such as on-line courses and webinars. All of these contributed to shoring up the bottom line.

Originally facing a planned potential overall annual loss of some \$1.2M, the closing result was reduced to a loss of less than half that amount at \$490K. The effort of the Board of Directors and its Committees, the National Office Team, and the unwavering support of our attendees, volunteers, partners & stakeholders were critical to making this success a reality.

During the year, in addition to driving the overall strategy for fmi\*igf, the Board of Directors continued with its multi-year strategy of updating the Institute's governance, including revising many policies and directives. The National Office Team saw the arrival of the new CEO Marty Muldoon who joined fmi\*igf after retiring as a long time CFO with the Government of Canada. In addition, Jill Peters, Silvia Villon and Gosia Skrobuten also joined, bringing with them their expert competencies and skill sets to the team as they replaced outgoing staff.



### fmi\*igf Webinar Series



### Webinars

### On-Demand Courses



### fmi\*igf Speaker Series



## WHO WE ARE July 1, 2020 – June 30, 2021

### BOARD OF DIRECTORS :

#### Chair

Derek Cockburn, CPA, CGA  
Victoria, BC

#### Vice Chair

Sherry Sharpe, MPA, CPA, CGA  
Ottawa, ON

#### Secretary-Treasurer & Chair, Finance & Audit Committee

Gary Wuschnakowski  
Toronto, ON

#### Director of Governance & Chair, Governance & Nomination Committee

Barb Kelly, B. Admin, CPA CMA  
Regina, SK

#### Central Regional Director

Dan Maloley, CPA CMA, CIA  
Ottawa, ON

#### Eastern Regional Director

Valeri Perry  
Fredericton, NB

#### Western Regional Director

Jeanette Stead, CPA, MBA  
Edmonton, AB

#### CEO

Marty Muldoon, CPA, CMA, MBA  
Metcalf, ON

### FINANCE & AUDIT COMMITTEE:

#### Chair

Gary Wuschnakowski  
Toronto, ON

Derek Cockburn, CPA, CGA  
Victoria, BC

Marie-Josée Bisson, CPA, CMA  
Levis, QC

Calvin Wat, CPA, CGA  
Winnipeg, MB

Allan English, CPA CMA  
Paradise, NFLD

### CHAPTER ADVISORY COUNCIL:

#### Chair

Capital (Ottawa/Gatineau)	Adam Taylor
Edmonton	Sherry Sharpe
Fredericton	Ramola Goguen
Manitoba	Madison Spragg
Montreal	Jordan Dunnigan
Nova Scotia	Élisabeth Silva
Ontario	Mike Haley
Prince Edward Island	Indira Ramdhan
Quebec	Melanie MacAusland
Regina	Nicolas Delisle
St. John's	Brent Nadon
South-East New Brunswick	John Martin
Vancouver	Valmond Bourque
Victoria	Carlton Gee
	Cheryl Fletcher

### GOVERNANCE & NOMINATION COMMITTEE:

#### Chair

Barb Kelly, B. Admin, CPA CMA,  
Regina, SK

Valeri Perry  
Fredericton, NB

Jeanette Stead, CPA, MBA  
Edmonton, AB

Dan Maloley, CPA, CMA, CIA  
Ottawa, ON

Brent Appel, CPA, CMA, PMP  
Regina, SK

Melinda Pedersen, CPA, CMA  
Fredericton, NB

### EVENT COMMITTEE VOLUNTEER CHAIRS:

#### PDWeek:

Chair Daniel Vanier

Vice-Chair Nicole Zywicki

Past Chair Jennifer Sward

#### PSMW:

Chair Mike Haley

### NATIONAL OFFICE:

#### CEO

Marty Muldoon CPA, CMA, MBA

#### Finance Manager

Danielle Belair

Acting Senior Director,  
National Business Development,  
Marketing & Programs  
Terry Horsman

National Marketing  
& Programs Manager  
Gosia Skrobuten

#### Director National Operations

Val Kelly

National Operations Coordinator  
Jill Peters

National Event  
Registration Coordinator  
Silvia Villon

National Event Coordinator  
Frank Hodgson

## A SPOTLIGHT ON THE SPEAKER SERIES

Sometimes an organizational pivot arises out of necessity while other times it could be part of a natural evolution as market segments mature. In many ways, the Speaker Series felt like a combination of both.

As a result of the pandemic, face-to-face events were suspended and fmi\*igf quickly realigned its strategy to more fully exploit virtual avenues. By leveraging best practices from current virtual offerings in the fmi\*igf portfolio (webinars & online courses) the concept of building a Speaker Series was established. The Series allowed fmi\*igf to lean on its proven ability to attract top caliber speakers and high-quality thought leaders as it developed the virtual training for delivery to the public sector financial management community.

This pivot to a larger scaled virtual offering not only provided exceptional learning to the community of practice, it also was key to supporting the association for future professional development opportunities, including virtual and hybrid options.

In building this new virtual series, fmi\*igf focused on ensuring that the caliber and diversity of the speakers rivalled that which our learners have come to expect at PDWeek and PSMW events. Attendees told us that the result was outstanding!

### Highlights of the Series include:

**Inspirational Keynotes, as well as 5 themed tracks were offered consisting of 3 exceptional sessions per track, resulting in access to up to 17 hours of total CPD.**

- **Keynote Track** – Our experts explored topics such as The Future of Work, Change Leadership, Remote Work, and How to Be More Productive in a World of Distraction
- **Hot Topics Track** – Focus included topics such as Embedding Innovation Practices in a Government Context, Thriving in a Period of Disruption, and AI and Automation.
- **Mobilizing People Track** – Meant to energize and motivate, this track's focus was around Resilience, Social Innovation in the Public Sector, and Mental Health.
- **Economic Update Track** – Building on some of the topics covered at PD Week 2019, this track shared insights into Investing in the Next Economy, Personal Investing, and provided thorough Economic Update.

- **Communications Track** – This track was timely and provided some excellent takeaways specific to the importance of strong communication skills focusing on a virtual setting, as well as, the importance in building and supporting a productive workforce during a pandemic.
- **Ethics Track** – Focus included topics such as AI and Ethics, Cybersecurity, and Analytics for Fraud Prevention.

A total of 851 registrants signed up for our Speaker Series for one or more tracks, for a total registration of 1,237 tracks which ran from October 2020 to February 2021. When it was all said and done fmi.igf delivered 3,360 CPD hours to our community of practice! The Series showcased thought leaders and experts from a wide range of disciplines, providing our registrants from 35 different government agencies/departments from all levels of government, plus over 25 sponsoring organizations, with much needed learning interaction opportunities during a period when there was such a dramatic reduction of available opportunities.

From a financial perspective, Speaker Series 2020 provided total event revenue of just over \$315,000. This was an important factor in helping to sustain fmi\*igf operations for the year, and allowing it to continue to invest in improved programming and product development as we plan for PDWeek 2021 and PSMW 2022.

### Top Sponsors included



Think Ahead





# PROFESSIONAL DEVELOPMENT ACROSS CANADA: BY THE NUMBERS

Even with the impacts of the pandemic, fmi\*igf and its 14 Chapters were able to offer our community an impressive number of learning opportunities. However, for some Chapters it was not possible to host any events at all, or, two Chapters joined forces to co-host an event resulting in the CPD hours only showing against one of the two Chapter results.

## CHAPTER CPD HOURS:

1	Victoria .....	68
2	Vancouver.....	0
3	Edmonton.....	0
4	Regina .....	0
5	Manitoba .....	216
6	Ontario .....	1,618
7	Capital (Ottawa/Gatineau) ..	382.5
8	Montreal .....	0
9	Quebec .....	2,698
10	Fredericton .....	97.5
11	South-East New Brunswick ..	0
12	Nova Scotia .....	374
13	Prince Edward Island .....	0
14	St. John's .....	1,296

**Total all Chapters: 6,750**



**SPEAKER SERIES CPD HOURS: 3,360**

**WEBINAR CPD HOURS: 389**

**COURSE CPD HOURS: 1,544.5**

**TOTAL  
CPD HOURS:  
12,043.5**

## LOOKING AHEAD TO 2021-2022

Early in 2020-2021, fmi\*igf took aim toward planning for the return of **PD Week in November 2021**. The theme is appropriately coined “**Envision: Together We Can**”, which is intended to capture the spirit of coming together in common intent to take all the best that arose out of the pandemic and come out of it stronger than ever!

To be held fully virtual for the first time ever, fmi\*igf believes this PDWeek will be among the best ever PDWeek events to be held for a variety of reasons.

Visit <https://pdweek.ca/> for more information on the impressive program. Because it will be virtual the opportunity for attendees to join from wherever they reside means this PDWeek will be the most accessible we have ever offered. Virtual also means it is the first time we have been able to allow attendees access to every session they register for (ie. all three concurrent sessions versus having to select one), including three months following the event to watch recordings of missed sessions on demand. Plus, with the absence of in-person costs such as providing food and beverages, it will also be the most affordable PDWeek we have ever been able to put on!

Looking forward, our strategy is to return to in person programming for PDWeek 2022 at our new chosen facility, the Shaw Centre in Ottawa, which offers the ability for fmi\*igf to revamp and modernize its programming, sponsorship opportunities, networking activities, and overall attendee experience. Who knows, we may even determine it is viable to offer a fully hybrid event to allow even greater access to those who are unable to travel to Ottawa to attend.

**PSMW 2022** is also well under development and will be held in-person in Halifax in June 2022. The planners are hard at work, and are taking full benefit of the event planning work previously done for the cancelled PSMWs in 2020 & 21. PSMW 2022 retains the theme of **Shifting Tides: Disruption, Diversity, and Digital**, which remains so relevant. fmi\*igf will be ready to deliver a fantastic experience for our attendees and are working closely with the Halifax Convention Center and the event host hotel, the Four Points Sheraton, to ensure all required health and safety protocols will be in place for our attendees, volunteers, partners and staff. For more information visit <https://fmi.ca/psmw/>

A couple of exciting achievements will occur in 2022, fmi\*igf will celebrate its 60th Anniversary (1962-2022), and the first ever Chapter, which was established in Victoria, BC, will mark the impressive 40th Anniversary milestone!

The Board will be holding its election at its annual AGM in November 2021, and continues its excellent work around strategy, governance and policies. This important work will ensure the longevity, credibility, and transparency of the organization for the long-term. Coming out of the pandemic, it seems highly likely that greater reliance on virtual will be here to stay, therefore, a key focus for the Board will be on more strongly aligning the entirety of fmi\*igf and its offerings so that attendees from all across Canada have a much better sense of what to expect from fmi\*igf as an entity.

The National Office Team remains focused on providing outstanding caliber learning and development events and activities, and to strengthening strategic partnerships and relationships within the financial management/audit/manager/executive sectors at all levels of government across Canada.



fmi  igf<sup>®</sup>  
**60th Anniversary**  
**1962 - 2022**



## ALL ABOUT fmi\*igf

The Financial Management Institute of Canada (fmi\*igf) has been providing professional development to members of the public sector since 1962.

As a nationally recognized, not-for-profit volunteer association, fmi\*igf offers national learning events, cutting edge online courses, along with webinars that focus on relevant issues in financial management.

A large, light grey maple leaf graphic is centered in the background of the middle section of the page.

**Our mission is to educate,  
inspire and empower**

The logo for fmi\*igf, featuring the letters 'fmi' in a bold, lowercase sans-serif font, followed by a red maple leaf icon, and then 'igf' in the same font. A registered trademark symbol (®) is located at the bottom right of the 'f' in 'igf'.

**fmi**  **igf**®





**Addendum**  
**AUDITED**  
**FINANCIAL**  
**STATEMENTS**