

2015 ANNUAL REPORT

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Manitoba
Moncton
Montreal
National Capital
Newfoundland & Labrador
Northwest Territories
Nova Scotia
Prince Edward Island
Quebec
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THE INSTITUTE OF PUBLIC
ADMINISTRATION OF CANADA

CONTENT

4	Message from the President
6	Regional Group Council
10	Regional Groups: From Coast to Coast
12	Research
14	Publications
17	Domestic & International Programs
20	IPAC National Awards and Events
27	New Professionals
29	Message from the Treasurer
31	Financial Statements
46	Thank You to our Volunteers

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Penny Bellantyne
IPAC President

INTRODUCTION

► As President of the Institute of Public Administration of Canada (IPAC), I am pleased to share the 2015 Annual Report with our many members and partners across Canada. While the report provides but a glimpse of the many activities we have undertaken over the course of the year, it also allows us to recognize the significant contributions made by so many who have helped to develop and deliver an excellent suite of programs and events. During my tenure as President, I have worked closely with both our national Board of Directors and our 18 Regional Groups to focus attention on serving the needs of our members. In fact, if you have had an opportunity to review our new Strategic Plan – Vision 2020, you will have noted that supporting the needs and interests of our membership base is our highest priority. In keeping with that overall priority, we have also paid attention to key areas of focus such as policy innovation, new professionals and better alignment of our activities. We have also recognized the important role we can play in supporting Aboriginal governments, including the recent appointment of Catherine McQuarrie as a Senior Executive in Residence from the Federal Government who will be dedicated to leading this agenda. As you peruse these pages, I hope you will agree that we have made significant progress in living up to that commitment.

As many know already, IPAC's real strength and uniqueness is our ability to connect and network amongst public servants and academics across Canada. Our collective reach extends from local communities to across the nation and even around the globe. Over the past number of months, I have taken every opportunity possible to visit with IPAC Regional Groups and attend a variety of our events. These occasions have provided me with an insight into the incredible value that we provide and the dedication that our volunteers demonstrate on a regular basis. I would like to personally thank all of those that I met with for their hospitality and the insights that they shared with me. I should also congratulate our Nova Scotia Group for hosting one of the best



MESSAGE FROM THE PRESIDENT

"IPAC's real strength and uniqueness is our ability to connect and network amongst public servants and academics across Canada. Our collective reach extends from local communities to across the nation and even around the globe."

IPAC Annual Conferences ever held! I am more convinced than ever that together we are helping to build and support a strong public sector in Canada.

The Institute has worked diligently to build a strong foundation in research and knowledge sharing. In collaboration with our academic partners, we continue to support the development of leading edge knowledge about the public sector through the *Canadian Public Administration* journal, *Public Sector Management* magazine, case studies and a number of books that were published last year. This has been complemented with the use of social media and our webinar series. Our national awards programs (such as the Vanier Medal, Leadership Awards, Innovative Management Awards, etc.) offer another avenue to recognize, celebrate, and share public service excellence. Through our international projects we have demonstrated and shared Canadian experience and expertise around the world. Each of these activities has helped contribute to Canada's reputation as a world leader in public service excellence.

Of course, each of these accomplishments couldn't have been achieved without the support, dedication, and efforts of our many members, volunteers and partners. In this respect, I would like to thank my colleagues on the national Board of Directors and the members of our IPAC Regional Groups for their continuing support to the Institute. Finally I would like to express my appreciation to the outstanding support that is provided on a regular basis by our CEO, his management team and all the staff at IPAC's national office in Toronto.

It truly has been a privilege to serve as IPAC's President. I have witnessed the incredible role that IPAC plays in supporting strong and dynamic public sector organizations to meet the needs of Canadians. As I turn the presidency over to David Morhart (Deputy Minister of Alberta Human Services), I am confident that the Institute will continue to meet and surpass the expectations of its members in the years ahead. Together, we are building stronger public services at every level of government in our country and beyond.

Penny Ballantyne
IPAC President



Michelle H. Snow
Chair, Regional Group Council

Regional Group Council Members:

Heather Chapple, Calgary
 Heather Caltagirone, Edmonton
 Norma Dube, Fredericton
 Scott Duff, Southwestern Ontario
 Matt Wiebe, Manitoba
 Luc Richard, Moncton
 Tom Balfour, Montreal
 Howard Young, National Capital Region
 Michelle Snow, Newfoundland & Labrador
 Matt Young, Northwest Territories
 Stephen MacKenzie, Nova Scotia
 Janice Pettit, PEI
 Marlyne Casey, Quebec
 Jim Engel, Saskatchewan
 Susan Underhill, Toronto
 Lisa Nye, Vancouver
 Norma Glendinning, Victoria
 Jean-Sébastien Blais, Yukon
 Chair, Michelle Snow, Newfoundland & Labrador

IPAC IS BREAKING NEW GROUND FOR IPAC REGIONAL GROUPS

► For many years IPAC has had 18 regional groups representing our members across Canada. In 2015 IPAC was approached by its members from Nunavut to start the process of forming our 19th regional group, to complete the IPAC family across all provinces and territories in Canada. I am very happy to have been a part of this historic process, as Chair of the Regional Group Council (RGC).

The new regional group will be ratified in 2016.

Why is this representation so important to IPAC?

IPAC is an association spread out across the country, across sectors, and across political boundaries. Through regular meetings as regional groups, as a Regional Group Council (monthly), as a Board (quarterly), and finally as an organization (yearly AGM that takes place at our national annual conference), we connect with each other on topics of interest and importance to the public service.

Through events, awards, conferences, workshops, webinars, and other initiatives, we also engage the broader public service and public on issues relating to our professional practice and the work we do. So many best practices that are common-place today began as the seed of an innovation at one of our IPAC meetings or events, and have spread throughout public sectors as the standard for excellence. So it is not surprising that our regional groups that have led or hosted many of these initiatives have asked for greater and a more diverse range of initiatives from IPAC.



REGIONAL GROUP COUNCIL <<

"IPAC is fortunate to have so many deeply engaged members and partners who eagerly contribute their time and expertise through learning and development and networking opportunities."

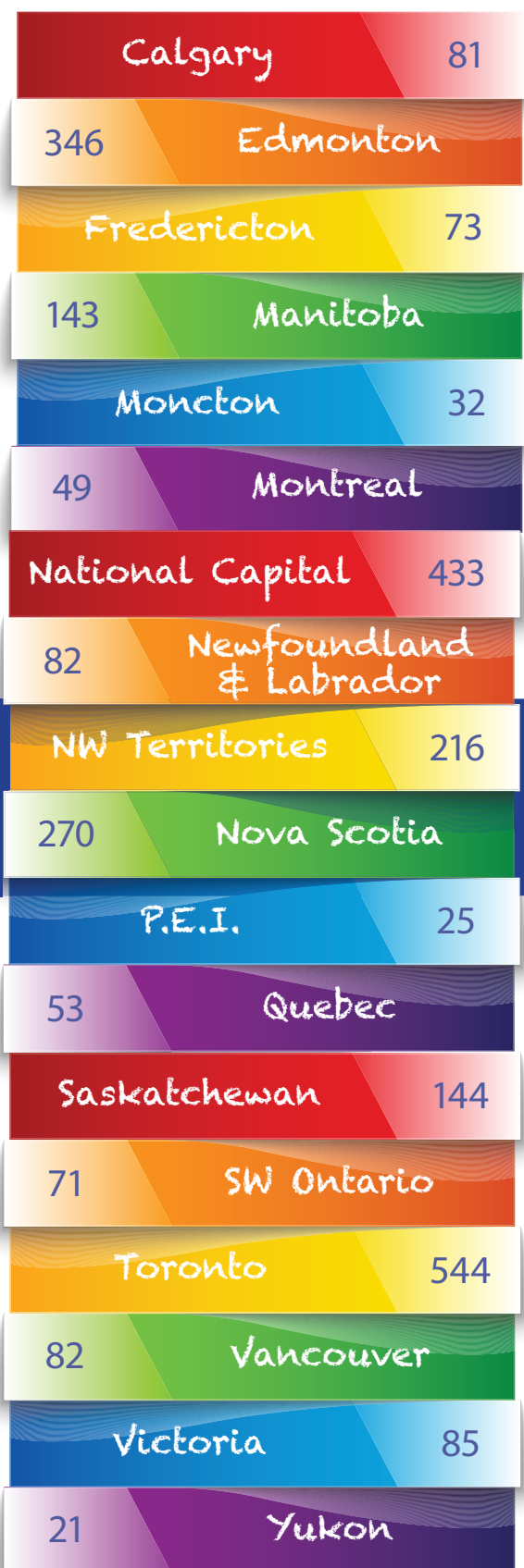
STRATEGIC PLANNING

► The Regional Group Council has been actively involved this year in IPAC's strategic planning process and activities. Myself as chair, as well as numerous regional volunteers, have served on many of the committees leading the strategic planning process, including: the Marketing and Communications Committee, the Web Presence Committee, and the Research and Professional Practices Committee. We have also supported the 2015 and 2016 Annual Conference planning committees; provided advice and assistance for the formation of the Nunavut Regional Group (ratified in 2016); and advanced the incorporation of Indigenous outreach planning in all RGC meetings. It has certainly been a busy year of much planning and analysis, the results of which will guide our work into 2016 and beyond. I would like to recognize the time, energy and expertise of the Regional Group Council members. Their contribution and dedication has been a tremendous value in helping to shape the future of IPAC for all members.

Building on the work of the previous two chairs, Ken Armour and David Brock, with the Membership and Marketing Toolkit, in 2015 members of the RGC spent numerous hours involved in strategic planning for the next phase of IPAC's future. The contributions of two sub-committees are particularly noteworthy: the Marketing and Communications Committee and the Web Presence Committee. Through the leadership of David Brock as the Marketing and Communications Committee Chair, and through David Morhart as the Web Presence Committee Chair, these two committees have coordinated with the Regional Group Council and myself to ensure that broad consultation with IPAC members was regularly incorporated in this important work.

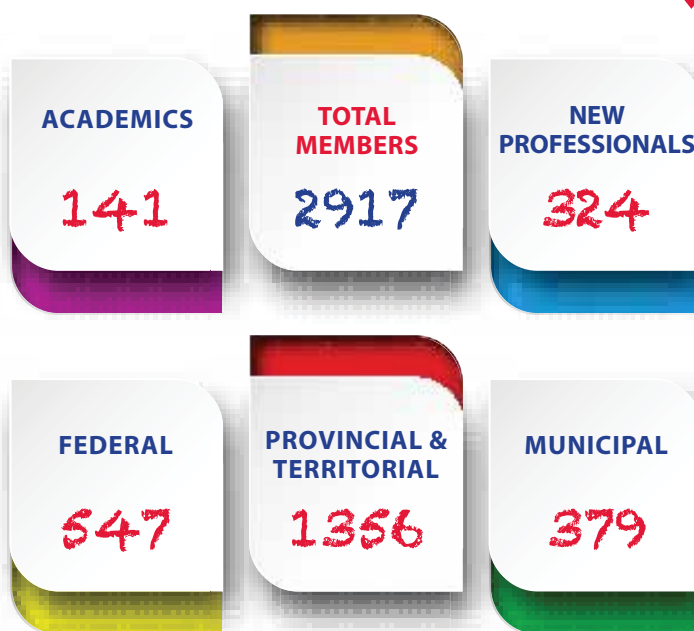
In particular, I note that regional groups have been very engaged and invested in improving IPAC's outreach, both within our membership, and through greater outreach to non-members. One of our most exciting developments has been the cross-country





18 IPAC Regional Groups

IPAC MEMBERSHIP <<



IPAC REGIONAL GROUPS <<



engagement of Indigenous government administrators through the work of Catherine MacQuarrie, the Senior Executive in Residence, Indigenous Government Programs. Regional groups enthusiastically welcomed Catherine during her visits, and she has been very active in all of the Regional Group Council meetings. Our vision of increased Indigenous membership and engagement is an important part of the next strategic plan. We are delighted with the opportunities to improve the way IPAC interacts with a diverse variety of public sector and para-public sector professionals online, in-person, and at our many local and national events.

IPAC is fortunate to have so many deeply engaged members and partners who eagerly contribute their time and expertise through learning and development and networking opportunities. Their participation leaves us inspired and invigorated, and renews our commitment and professional promise of excellence in public service.

I am proud to be the Regional Group Council Chair, and to have the opportunity to sit on the National Executive Committee, the National Board of Directors, and the various sub-committees, which strive toward building a more modern, inclusive, and innovative IPAC. I look forward to what we have in store over the next few years. These are exciting times.

Michelle Snow
Chair, Regional Group Council



IPAC

FROM COAST



IAPC

... TO COAST





Janet Mason
Chair, Research and Professional Practices Committee

We would like to thank all those that helped support our work this past year including the many research interns and student volunteers. Our particular appreciation is extended to the members of the Research and Professional Practices Committee, drawn from universities and governments across Canada.

Members:

Nancy Croll
Graham White
Christopher Alcantara
Susan Brown
Ken L. Carter
Bryan Evans
Gilles Levasseur
Daniel Maltais
Andrea Rounce
Julie Simmons
Craig Stone
Scott Thompson

Ex-officio Members

Kathy Brock
Jeffrey Friesen
Patrice Dutil
Jennifer Graves
Greg Wilburn
Andrew Graham
Evert Lindquist

Chair, Janet Mason

► In 2015, the Research and Outreach functions of IPAC continued with established activities and proceeded with new business lines such as the development and management of the New Public Servants workshops, the Policy Innovation series of events and the New Public Servants recruitment and retention survey.

Important results from core research initiatives include a report on policy innovation, which brings together information gathered through a series of IPAC events from across the country that culminated in the reporting back at the Halifax Annual Conference of August 2015.

In 2015 IPAC launched its first New Public Servants recruitment and retention survey. With thousands of answers from respondents across the country, this is the first independent survey of this type to address the specific concerns of persons who have recently joined the public service. While an intermediate report was prepared in late 2015, the Institute plans to release a new series of reports early in 2016 with data augmented by the inclusion of responses from the provincial government of Quebec. Results from this survey illuminate some interesting priority areas for all levels of government in Canada.

Crucially, the Annual Conference also hosted a strategic planning session for the Institute. As a result of this discussion the direction of research has been refocused to prioritize the role of IPAC as a broker of knowledge and to direct research resources to key areas where IPAC has strong comparative advantages or in areas of very high current interest. It follows that the Research and Professional Practices Committee's research priorities should link directly to IPAC strengths.

The areas of key research focus for IPAC are selected either because they are indicated in the Institute mission statement and/or because the Institute has or can build recognized expertise in them. To date these are:

- Deputy Ministers/CAO Survey
- New Public Servants Survey

RESEARCH <<

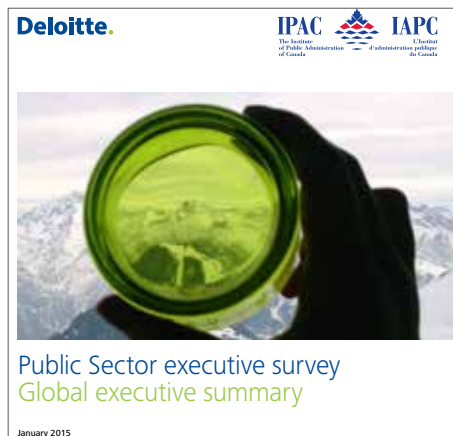
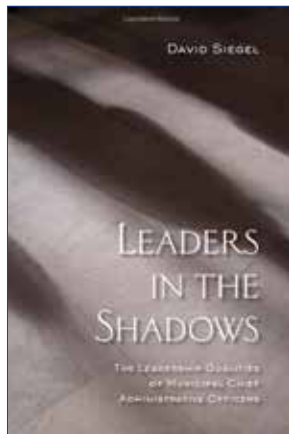
Areas of high current interest are opportunities arising from current requests and suggestions from key stakeholders and from analysis conducted by the RPPC. These are currently embodied by:

- Policy Innovation research
- Recruitment and Retention research

The Director of Research and Outreach and the Chair of the Research Committee have engaged in strategic conversations with the members of the Research Committee and of the various communities to ensure that the implementation of new strategic planning directives are in line with the expectations and can benefit from the experience and ideas of the stakeholders.

Janet Mason

Chair, Research and Professional Practices Committee



CASE STUDY PROGRAM

► In 2015, the fourth iteration of the National Annual Public Administration Case Competition was held at Dalhousie University. The winner was the team from Simon Fraser University. This year the case study had a very strong policy content and was titled *If you build it... Canada's Infrastructure Deficit Becomes a Policy Wormhole*. The lightning round was titled *Pan Am Games' Boycott Threatens*.

The year 2015 also saw strong reorganizational efforts for the competition. CAPPA and IPAC struck a committee which included Prof. Graham (Queen's) and Prof. Shepherd (Carleton) to develop a new competition model that would address both the national and bilingual nature of the competition and the complexities involved in a two-step process. The committee produced a report with various recommendations to be implemented in 2016.

This year, IPAC continued to promote its case studies and to add to its database.



2015 National Annual Public Administration Case Competition Winner: Simon Fraser University

PUBLICATIONS

- IPAC continues its cooperation with the University of Toronto Press *Series in Public Management and Governance*. In February 2015, the series was augmented by *Leaders in the Shadows*, the new book by Professor David Siegel, which looks at municipal CAOs in Canada. The book was featured on a panel at the February 5, 2015, IPAC Leadership Conference in Toronto.
- During 2015 a variety of other important projects were also undertaken and will result in a series of publications in 2016.
- Thanks to the efforts of Prof. Patrice Dutil, IPAC has revived its previous relationship with the Presses de l'Université du Québec to expand the publication reach of the institute in French. This is a critical step in IPAC's effort to promote public administration literature. The first book to be published in early 2016 for the *Collection Administration Publique et Gouvernance*, will be a book by Michel Sarra-Bournet titled *Les grands commis et les grandes missions de l'État dans l'histoire du Québec*.



Evert A. Lindquist
Editor, *Canadian Public Administration*

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Graham White
Chair, Evert A. Lindquist

CANADIAN PUBLIC ADMINISTRATION JOURNAL

► This is my fifth annual report as Editor. During 2015 the editorial team included Associate Editor, Denis Saint-Martin (University of Montreal), and Christy Paddick, Managing Editor, who continues to provide fantastic support to all of us and to those submitting and publishing manuscripts to the journal.

Canadian Public Administration (CPA) is Canada's premier outlet for peer-reviewed research from Canadian scholars and practitioners exploring diverse topics on public administration and management. *CPA* remains a valuable tool in IPAC's marketing and membership recruitment arsenal. *CPA* was available in 4,133 institutions through Wiley License arrangements (4,083) or direct subscriptions (50), and another 1,636 institutions have access under Wiley's EBSCO agreement, which provides content over a year old to non-academic institutions. In 2015, *CPA* readership, as measured by a new Human Usage indicator, remained steady at about 62,000 downloads, compared to under 20,000 per year when we first started online in 2008. We have yet to receive the latest reports from Wiley-Blackwell on our two-year and five-year impact factors, which will arrive in June. In 2015 the number of individuals registering for electronic alerts grew again by about 4% to 419 users; and Wiley-Blackwell identified the range between 5000 and just over 9000 unique visitors a month to Wiley's *CPA* web pages, both this lower end and top end ranges were increases over the previous year (the total is over 80,000). We continue to email the journal in PDF format to all IPAC members. Each issue, we tweet (@CdnPublicAdm) links to all the issue's articles on the Wiley Online Library, with many re-tweets to follower groups in the thousands (for example, @PublicServiceCa often retweets our articles to their nearly 8000 followers).

In 2015, we received 49 manuscripts, publishing 23 articles, 4 research notes, and 3 book reviews. Our published manuscripts often went through several revisions due to comments from reviewers and the Editors before acceptance. When an issue is published, we have usually already lined up the next three issues (for example, when the March 2015 issue was published, we were already sure of which articles might be published in the June, September and December issues). There were three highlights in 2015: first, the special issue on '*Performance Measurement, Performance Management, and Accountability*' (March 2015); second, the two articles respectively on drinking water quality and medical relocation in First Nations communities (June 2015); and third, the remembrances for the many contributions of Kenneth Kernaghan (December

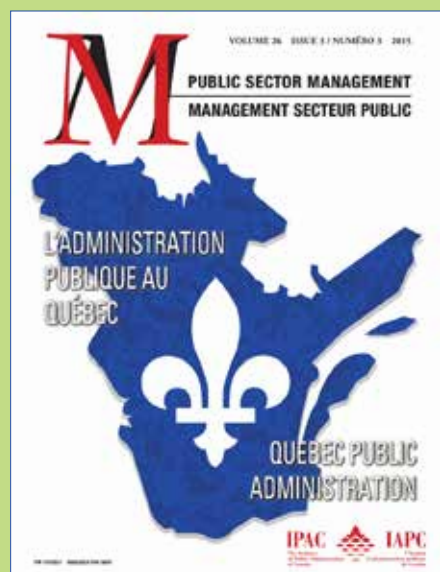
2015). We continue to be pleased with the mix of articles and research notes on national, provincial, and local issues and a great mix of methodological approaches. The Hodgetts Award for best 2015 English article will be announced at Toronto's Annual Conference.

Looking ahead to 2016, we are working on several initiatives. First, in response to suggestions from the Board of Directors, with the March 2016 issue we have introduced the 'Spotlight' summaries of key articles and other contributions to the journal for IPAC members, which have been circulated through IPAC's e-blasts. We are looking forward to modifying this in response to any suggestions. Second, we are looking forward to appointing a new Book Review Editor who will bring a new approach to this function and improve our outreach to members. Third, as noted last year, IPAC National and Wiley-Blackwell are considering how to have the journal delivered in a more user-friendly interface than the PDF format for members like that used for Public Sector Magazine (this will complement how scholars access the journal through Wiley-Blackwell through our libraries).

Fourth, we are proceeding with a special issue on governance in the digital era in 2016, and we have had enquiries about other possibilities for special issues, in addition to our regular slate of four issues per year. Finally, we have started the process of renewing the Editorial Advisory Board, which will proceed over the course of the calendar year.

I want to thank the Editorial team, the Editorial Advisory Board members, and the volunteer reviewers who help us to maintain the high standards and scholarly integrity of the journal. The list of reviewers for 2015 can be found on p. 175 in the March 2016 issue of *CPA*. Finally, we thank Rob Taylor and the IPAC national office, the IPAC Board, the Research and Professional Practices Committee, and Wiley-Blackwell for their encouragement and strong support of *CPA*.

Evert A. Lindquist
Editor, *Canadian Public Administration*



PUBLIC SECTOR MANAGEMENT MAGAZINE

► In 2015, IPAC addressed in *Public Sector Management (PSM)* key topics in the realm of public administration such as performance management and accountability. We also published a special issue that has highlighted the contribution of the Quebec public sector to public administration in Canada. *PSM* continues to be published through MediaEdge and we are increasingly delivering our publication in electronic format so to reduce our environmental footprint and make the magazine more easily accessible to our members.



Marie Lemay
Chair, Domestic and International Programs
Committee

"What a relief! Finally we are at the threshold of building capacity in the public sector of Ghana on the professional practice of integrated risk management."

– Ghana-Alberta Team

DOMESTIC AND INTERNATIONAL PROGRAMS <<

► DIP develops and manages innovative organization development partnerships, consultancies and training programs to enhance the performance of governments in Canada and internationally. DIP is supported by many outstanding IPAC members, volunteers and consultants. Made-to-measure, peer-to-peer programs engage partners in dialogue, debate and the achievement of exceptional and lasting results.

2015 was an unusual year for DIP. Our two large, multi-year Department of Foreign Affairs, Trade and Development (DFATD) programs, Deployment for Democratic Development mechanism (DDD) and Democratic Governance Program (DGP) were closed out, both in the first half of the year. IPAC was not able to secure a replacement DFATD program, so this was the first year in many years that we ended the year without an ongoing DFATD program.

DIP successfully responded to this situation and focussed our efforts on other International work. We diversified our efforts through partnerships with other organizations. IPAC's unique strengths, innovation and focus on public service provided value to several partnership projects, such as:

- Cross River, Nigeria – Technical Assistance and Capacity Building Green Jobs/Green Economy,
- Sub-Saharan Africa – African Leaders of Tomorrow Scholarship Program,
- Trinidad and Tobago – Provision of Consultancy Services for Institutional Strengthening of the Service Commissions.

Program Management Highlights: DIP managed ten Democratic Governance partnerships as well as a large study mission from India and the two new

"The partnership has engaged both current and future leaders in the Vietnam civil service. Beyond the early impacts, its lasting value is in the relationships of trust and commitment to working openly and collaboratively to improve the quality of public administration."

–City of Toronto-City of Mississauga-University of Toronto-Vietnam Team

Members:

Scott Duff
Laura Freeman
Joy Goertzen
Brent Herbert-Copley
Paul LaFleche
Lisa Nye
Ed Sajecki
John Wilkins

Chair, Marie Lemay

"A partnership in its truest sense has developed between Malawi and New Brunswick – where all team members have come to appreciate the challenges faced and are able to problem solve together with the aim of achieving practical, results oriented solutions."

– Malawwi-New Brunswick Team

Schulich Executive Education Centre/York University programs on Leading Change Effectively in Government and Achieving Open Government Through Accountability, Transparency and Open Data as well as Leading Change in Government training in 6 countries in Africa and Asia. A few examples of our program results:

- Philippines: the Manitoba partner technical assistance to finalize the institutionalization of post-disaster rehabilitation and recovery practices and procedures.
- Mali: the New Brunswick partner delivered workshops on the management and administration of a nurses association which was beneficial for the support to the harmonization of nursing regulation to improve patient care in West Africa and the long-term success.
- Tanzania: the authority of delegation course developed in partnership with IPAC was institutionalized with the inclusion of a training component on ethics. The DGP provided an orientation session followed by a change management session for senior officials in the Tanzanian Government.
- India: developed and delivered in Canada a made-to-measure study program focused on social and economic policy development and implementation for senior public servants from India.

To link IPAC's members, partners and friends with thought leadership in public administration in Canada and Internationally through knowledge sharing and dissemination, IPAC published Results Through Rapport. Results Through Rapport contains DGP case studies drafted by Gord Evans, Andrea Migone and Sahar Asaad. IPAC held a DFATD book launch in May and an IPAC book launch at our Annual Conference August 2015.

Overall the year was successful and we plan to leverage our innovative diversification into 2016 in order to continue to deliver the expertise, knowledge and best practices of the Canadian public service within Canada and around the world. Lastly, I wish to thank the members of the Committee for the strong support and dedication throughout the year.

Marie Lemay

Chair, Domestic and International Programs Committee



Cross River Nigeria project, volunteer team and participants.




INDIGENOUS GOVERNMENT PROGRAMS <<

“The most important, relevant and lasting Indigenous IPAC member relationships will be built in and by the Regional Groups. A national initiative can provide drive and direction but as with other governments and individual members, the real meaning of membership will be felt at the local and regional level.”

At the heart of IPAC’s mandate for almost 70 years is the belief that shared learning and dialogue between public servants are the foundation for effective working relationships and public service excellence across all levels of government. Over the past year, IPAC has renewed its efforts to support new relationships between Indigenous and non-Indigenous governments across Canada. Our commitment to First Nation, Métis and Inuit issues has been present over many years in national and regional events (such as Manitoba Region’s highly successful TRC learning day with Justice Murray Sinclair held this past October). A leaf through IPAC case studies and past Canadian Public Administration Journal articles will reveal a range of relevant Indigenous government and administration studies. And in 2011, IPAC was honoured to sign a Partnership MOU with the Assembly of First Nations.

As the country’s leading professional community of public servants, we are taking further steps to strengthen the capacity of our members to work more effectively and in partnership with First Nation, Inuit and Métis institutions and governments and to being more inclusive of Indigenous members. This work is fundamental to reconciliation, which the Truth and Reconciliation Commission (TRC) tells us is “an ongoing process of establishing and maintaining respectful relationships at all levels of Canadian Society”.

Recently, with the generous support of a Government of Canada 2-year executive interchange agreement, Catherine MacQuarrie (Assistant Deputy Minister with the Canada School of Public Service) started working with the IPAC National team to bring greater focus and effort to our work on Indigenous government relationships. Following a period of consultations, we look forward to working with IPAC Regional Groups across the country as well as Indigenous partners and others to develop and deliver relevant training, programs and services to build and sustain new relationships.



“No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.”

– All ministerial mandate letters from Prime Minister Trudeau, November 2015

NATIONAL AWARDS & EVENTS <<

VANIER MEDAL

► The IPAC Vanier Medal is awarded annually as a mark of distinction and exceptional achievement to a person who has shown distinctive leadership, or has made a significant contribution to the field of public administration or public service in Canada. The award honours Georges Vanier, the first French-Canadian-born Governor General of Canada, who was deeply committed to public service. It is IPAC's highest form of recognition.

The 2015 recipient of the Vanier Medal was the Honourable Wayne G. Wouters, a strategic and policy advisor with McCarthy Tetrault LLP and former Clerk of the Privy Council, Secretary to Cabinet, and Head of the Public Service of Canada.

PROMISING NEW PROFESSIONAL AWARD

► IPAC's Promising New Professionals Award was created to honour an individual who, having worked for less than five years in the public sector, has already distinguished themselves as a leader. Nominees have demonstrated that they are emerging leaders and that they represent the ideals, values and abilities of sound public administration.

Since joining the Ministry of Children and Youth Services in 2011, Monica Rondon has shown commitment and leadership within the public service, with a focus on improving child and youth mental health in Ontario. In a short time, Monica has advanced from her student placement to her current Senior Policy Analyst position. Her work supporting the expansion and enhancement of the Ontario Child and Youth Telepsychiatry Program resulted in the launch of Ontario's new Tele-Mental Health Service on April 1, 2014.

IPAC NATIONAL STUDENT THOUGHT AND LEADERSHIP AWARD IN PUBLIC ADMINISTRATION

► The National Student and Thought Leadership Awards recognizes the most innovative and creative research and e-posters of public administration students in Canadian schools. The 2015 winners were:

GOLD Allison Robins, School of Public Policy
University of Calgary

SILVER Colin McLean, School of Public Policy
Simon Fraser University

BRONZE Leila Willoughby-Oakes
University of Victoria

J.E. HODGETTS AWARD

► The Award was created in 1992 in honour of one of the pre-eminent deans of public administration scholarship, J.E. "Ted" Hodgetts. The J.E. Hodgetts Award recognizes the author of the best English language article published in *Canadian Public Administration (CPA)* journal. The 2014 award was presented at the IPAC Annual Conference in Halifax to Michael Atkinson, Murray Fulton, and Boa Kim for the article entitled "*Why do governments use pay for performance? Contrasting theories and interview evidence*" for the Best English language article in the 2014 issue of the journal. (September 2014, Vol57, No3 pp436-458)

REGIONAL GROUP EXCELLENCE AWARD - WES BLACK TROPHY

► This award recognizes regional groups' vitality, growth, and value to IPAC. In 2015, the award was given to the NWT Regional Group for the unique and novel approach of their Book Review Series. Members of the Regional Group wrote book reviews that were then tied to the planning of events. While the initiative was a creative way of engaging their membership, it also resulted in an incredible reach beyond the NWT.

IPAC/DELOITTE PUBLIC SECTOR LEADERSHIP AWARDS

► These awards highlight leaders who are making positive change in how services are delivered, resources are deployed and results are achieved. In 2015, IPAC and Deloitte revamped the model of the Public Sector Leadership Awards. All submissions are now judged as a single list. Today more than ever receiving the Award is the recognition of an impressive trajectory in leadership development and implementation. As challenges to policy design and implementation increase in a global world, we refocused our awards to reflect the very best public servants produce on a continuous basis. The leadership skills in government are reflected in this year's list of winners who truly have made a difference in the life of citizens across the country.

PLATINUM	TVO TeachOntario
GOLD	Ministry of Health and Long-Term Care, Local Health Integration Networks, and St. Joseph's Health System <i>Implementing Integrated Funding Models in Ontario</i>
SILVER	BC Housing <i>British Columbia's Non-Profit Asset Transfer Program</i>
BRONZE	Regional Municipality of Peel <i>Peel Inclusion Resource Services</i>

PRIX ROLAND PARENTEAU

► The Prix Roland Parenteau goes to the finest article in French appearing in the *Canadian Public Administration* (CPA) journal. This annual award was created in 1992, in honour of one of the distinguished deans in the field of public administration scholarship, Roland Parenteau. Roland Parenteau Award for the best article published in French during the past year goes to Étienne Charbonneau, Damien Gerard and Divay Gardey for their article entitled « *Volatilité dans l'utilisation des indicateurs de performance municipale: Bilan et nouvelle perspective d'analyse* » (March 2015, Vol.58, No. 1, pp.89-109).

In spite of the increasing attention they are receiving, performance indicators have a limited impact on the practice of public servants and local elected officials. Why is it so? To answer this question, this article reviews the literature and develops an analytical framework of the political and administrative interface.

THE PIERRE DE CELLES/IPAC AWARD FOR EXCELLENCE IN TEACHING PUBLIC ADMINISTRATION

► In its ongoing efforts to promote excellence in the teaching of public administration studies, IPAC created an annual award to honour the memory of a dean in the field, Professor Pierre De Celles. He taught for many years at the École nationale d'administration publique and was its Director General.

This Award recognizes outstanding accomplishment that is worthy of emulation. Aiming to foster innovation, IPAC's Pierre De Celles award encourages and recognizes exceptionally effective and creative teachers.

The 2015 Pierre De Celles Award for Excellence in Teaching Public Administration was awarded to Professor Ian Greene. He is Professor Emeritus at York University, where he began working in 1985 teaching Canadian Public Administration and Canadian Public Policy at both the graduate and undergraduate levels. He quickly established himself as having a deep passion for these subjects and a desire to both share his knowledge and see his students succeed. As the Master of McLaughlin College he introduced the McLaughlin Lunch Talk Series, which attracts a variety of distinguished speakers to this day.

IPAC INNOVATIVE MANAGEMENT AWARD

► Since 1990, IPAC and IBM partner on the IPAC Innovative Management Awards to highlight and recognize cutting edge public sector innovation that is both successful and a bold, transformative approach to public administration. These awards are assigned to organizations and teams that advance our knowledge of management systems and structures, improve the effective use of public funds, accountability, transparency and responsiveness of the public administration. The 2015 winners were:

GOLD	Public Health Agency of Canada <i>The Play Exchange: A New Way of Doing Business</i>
SILVER	Ontario Ministry of Training, Colleges & Universities <i>Employment Ontario Live Chat: Serving Ontarians Better through Innovation</i>
BRONZE	Ontario's Office for Social Enterprise <i>Social Enterprise Demonstration Fund</i>



67TH IPAC NATIONAL ANNUAL CONFERENCE

GOVERNING IN THE NOW. INITIATE. INTEGRATE. INNOVATE.

Over 540 delegates from across Canada attended the 2015 IPAC Annual Conference in Halifax, Nova Scotia from August 23-26, 2015. The conference theme, Governing in the now. Initiate. Integrate. Innovate, developed a conversation on the challenges and opportunities that change presents to the public sector and identified innovative strategies and approaches to implement what it takes to govern in the now.

The conference incorporated offsite and walking tours and used social media to foster discussion, share information and stimulate engagement. To go beyond the conference venue Google Hangouts, Periscope, and Nova Scotia government's YouTube channel, live streamed select conference sessions.

2 1/2 DAY CONFERENCE
76 SPEAKERS
33 SESSIONS
546 DELEGATES

Distinguished speakers included:

Catherine Blewett, Deputy Minister to the Office of the Premier and Head of the Nova Scotia Public Service

Richard Butts, Halifax Regional Municipality's Chief Administrative Officer

Janice Charette, Clerk of the Privy Council and Secretary to the Cabinet for the Government of Canada

Christine Donoghue, A/President of the Public Service Commission of Canada

Paul LaFleche, Deputy Minister of Transportation and Infrastructure Renewal, Nova Scotia

Paul Leblanc, President of the Atlantic Canada Opportunities Agency

David Morhart, Deputy Minister of Alberta Human Services

Peter Wallace, City of Toronto's City Manager

The conference's social program was a major success. The signature event was A Taste of Nova Scotia regional dinner and concert, held at the Citadel Hill with world-renowned local singer Jimmy Rankin headlining.

"Keynote speakers and panel discussion on last day were most helpful. The knowledge that these individuals were able to share and the fact that they delivered it in a manner to provoke thought was invaluable."

"This IPAC conference provided me with insight into current challenges and opportunities facing public servants. I appreciate this practical insight as I look forward to starting my career."

We share with conference participants in congratulating the conference committee for a truly superb event!





10TH IPAC NATIONAL ANNUAL LEADERSHIP CONFERENCE

THE INCREDIBLE CREDIBLE LEADER

IPAC's 10th National Leadership Conference, The Incredible Credible Leader, held on February 5 & 6, 2015 in Toronto attracted hundreds of senior public servants from provincial, territorial, municipal and Indigenous governments across Canada as well as respected academics and private sector leadership professionals. The conference focused on achieving the 'incredible' through a leader's ability to be recognized and rewarded for their credibility. Credible leaders are recognized by others because they combine technical expertise with strong relationships built upon following through with their commitment and living the values they espouse in their work.

1 1/2 DAY CONFERENCE
23 SPEAKERS
341 DELEGATES

The event offered a wide array of interesting and topical speakers including:

Saad Rafi, Chief Executive Officer, Pan Am/Parapan Am Games, Toronto

Juliet Bourke, Partner in Human Capital at Deloitte, Partner & Chief Inclusion Officer, Deloitte Australia

Kevin Costante, former Ontario Deputy Minister of Education and other deputy minister portfolios

Carla Ladd, Chief Administrative Officer, City of Barrie

David McLaughlin, former Chief of Staff to the Prime Minister and former Deputy Minister to the New Brunswick Commission on Legislative Democracy

Greg Sorbara, Chancellor York University, former Ontario Minister of Finance

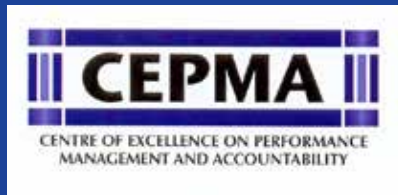
An overwhelming 93% of respondents surveyed rated the overall program and experience as excellent exceeding expectations and satisfactory meeting most expectations. Animated comments dotted the survey results:

"This is the first time in a long time that I learnt anything new at a conference after being in the civil service for 26 years. The presenters were excellent and the topics on point."

"Very relevant conference theme that was impeccably delivered."

"Given the quality of the speakers, the venue, the overall professionalism of the conference, etc., it is the best value in the market today...and it comes with a free membership if you were not already a member!"





Centre of Excellence on Performance Management and Accountability

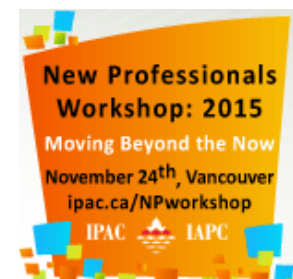
In 2015, IPAC continued to develop its program around the Centre of Excellence on Performance Management and Accountability (CEPMA) to promote research and understanding of innovative and creative solutions. This year we focused on measuring outcomes and performance in difficult policy areas. As a result we presented analysis around risk informed regulatory decision making (including presentations on the TSSA's innovative approach) and outcomes and analytics in the field of children and youth services. Participants included leading academics and practitioners from across Canada. The sessions were well received and attended.

New Professionals Workshop

In 2015, IPAC continued with its series on New Professionals learning events. The mission for IPAC was to develop a series of financially sustainable events that could be delivered across the country, for an attractive cost/benefit value for a group of public servants that seldom is provided with a large professional development budget. Furthermore, IPAC co-developed these events alongside the local NP representatives and other local partners in the specific regions building strong organizational ties with the major New Professionals organizations in Canada, while providing timely, cutting edge and region-relevant content using high profile speakers. Among the speakers at our 2015 NPS events were:

The Honourable Judith Guichon, Lieutenant Governor of BC
 Ms. Janice Charette, Clerk of the Privy Council and Secretary of the Cabinet
 Ms. Penny Ballantyne, Deputy Minister and Secretary to Cabinet, Department of the Executive Government of the Northwest Territories
 Ms. Laura Lee Langley, Public Service Commissioner, Government of Nova Scotia
 Ms. Zahra Ebrahim, Co-Lead, Dublin
 Mr. Jason Breed, Global Leader, Social Business at IBM
 Capt(N) Derek Moss, Chief of Staff, MARLANT, Royal Canadian Navy

In 2015, events were held in Ottawa, Halifax and Vancouver with a total of almost 400 participants. This series of events has proven to be well-received by the attendees, to provide excellent content and has been financially sustainable. IPAC is now planning new events for 2016. It should be noted that the results of the New Public Servants Survey undertaken in 2015 will be utilized in the development of programs for the 2016 events.



NEW PROFESSIONALS <<

Committee Members:

James Runge (Immediate Past Chair)

Jean-Sebastien Blais (YK)

Shannon Crawley (NWT)

Julia Diamond (Victoria)

Olena Schell (Vancouver)

Chantal Fontaine (Vancouver)

Stephanie Morrison (Edmonton)

Jane Hawkins (Calgary)

Mychele Joyes (Calgary)

Katie Geoghegan (SK)

Maria Nyarku (MB)

Spencer Sandor (SWO)

Harrison Luong (Toronto)

Taran Wassan (NCR)

Jennifer Gardner (NS)

Katie Hanlon (NS)

Mark Drover (NL)

C0-Chairs, Maria Belen & Carla Jeanne Johnson

► We are pleased to have taken the leadership role over IPAC's National New Professionals Network in August 2015, this is an incredible opportunity to provide valuable programming to new public servants and students who are enthusiastic about public administration! We share that enthusiasm and we are proud to have met so many bright new professionals that will shape governance and public policy in Canada in the coming years.

2015 was quite an eventful year. With the expansion of workshops across the country, the launch of a Recruitment and Retention survey, as well as with the formulation of a strategic plan, we saw hard working leaders from coast to coast collaborate with different stakeholders to deliver superior programming to new professionals.

New Professionals Workshops occurred in three different cities across Canada:

- April 14 in Ottawa, Ontario, "Tackling Complex Problems Through Innovative Solutions" brought together new and established leaders to face tough public administration problems, now and into the future.
- August 26 in Halifax, Nova Scotia, and November 24 in Vancouver, British Columbia, "Moving Beyond the Now" asked new and established professionals to share lessons learned of how they weather the storm of tough challenges, building character and resilience along the way.

IPAC also launched the first ever Recruitment and Retention survey, which tackled the issue of public sector renewal and the development of leadership capacity in the public service. Through IPAC's 18 regional networks, new public servants were asked about their experience with hiring processes and onboarding, and what kinds of specific organizational supports they need in order to remain committed and engaged. We are pleased to report that through our National President, Penny Ballantyne, these findings were directly shared with Cabinet Secretaries at the federal, provincial and territorial level. A report outlining the survey findings in depth, "Facing the Future: Recruitment and Retention of New Public Servants", was made available on the IPAC website as of January 2016 and has been shared widely with various professional networks and human resources communities.



New Professionals in Ottawa,
Edmonton and Victoria.

In the Edmonton region, a fall speed networking and monthly meet-ups connects new public servants with seasoned professionals. These monthly events help to build the community that comes together with senior leadership to celebrate excellence every spring with the New Public Servants Awards and Emerging Excellence Award. In addition many new public servants in the Edmonton region have been very active as members of the Pracademic work that hosts numerous knowledge sharing events throughout the year.

The New Professionals Committee of the IPAC Northwest Territories Regional Group has had a successful inaugural year. On March 2, 2016, IPAC-NWT Director and New Professionals Chair Shannon Crawley participated in a panel discussion on Innovative Options in Capacity Building to formally launch the IPAC-NWT Mentorship Program. This panel included representatives from diverse northern organizations and addressed capacity issues specific to the context of public administration in the north. Since this presentation, the IPAC-NWT Mentorship Program has been successfully implemented and is currently in progress with mentors and associates from across four orders of government in a variety of areas of public administration.

Year after year, IPAC recognizes excellence amongst new professionals during the awards ceremony of the annual conference. We would like to congratulate Allison Robins from the University of Calgary, Collin McLean from Simon Fraser University, and Leila Willoughby-Oakes from the University of Victoria, for receiving the 2015 Student Thought Leadership Awards. We would also like to congratulate Monica Rondon, a Senior Policy Analyst from the Ontario Ministry of Children and Youth Services, for receiving the 2015 Promising New Professional Award. All award recipients were recognized and celebrated during the 2015 National Conference in August which took place in Halifax, Nova Scotia!

Moving forward, our vision for the New Professionals Program across Canada will build leadership capacity within public institutions and help foster creativity through a supportive community of peers, realized through targeted programming and services that complement regional activities. If you have further ideas on advancing the interests of new professionals through IPAC, please connect with us through our Twitter account @IPAC_NPs!

It has been incredible working with the National Board, National Office, and our regional new professional network leaders. We look forward to building momentum and realizing the principles of IPAC's Vision 2020, most prominently for students, new public servants and other new professionals interested in public administration.

Maria Belen & Carla Jeanne Johnson
National New Professionals Network

MESSAGE FROM THE TREASURER <<



Kent Campbell, Treasurer

Thank you to the Finance and Risk Assessment Committee and the Audit Committee for their support, expertise and commitment:

Finance and Risk Assessment Committee Members:

André Juneau
David Morhart
Jim Engel
Penny Ballantyne
Michelle Snow

Audit Committee Members:

David Morhart
André Juneau
Penny Ballantyne
Robert Bhatia
Vince Pranjivan

Chair, Kent Campbell

► On behalf of the Board I am pleased to present the following report, which serves as an overview of IPAC's financial performance over the past fiscal year, its financial status at the 2015 year-end, and an indication of the financial status of the organization for the coming year. Audited statements for IPAC's 2015 fiscal year are included in this report along with the unqualified auditors report.

IPAC proactively managed through the fiscal pressures of 2015 and was able to surpass the modest budgeted surplus for 2015. IPAC now has a five year record of surpluses, clearly demonstrating the results of its effort toward fiscal sustainability. 2015 was the year that the two large, multi-year Department of Foreign Affairs, Trade and Development (DFATD) programs, Deployment for Democratic Development mechanism (DDD) and Democratic Governance Program (DGP) were completed, both in the first half of the year. The 2015 balance sheet reflects the programs closure in the reduction in assets (cash and accounts receivable) and reduction in liabilities (accounts payable and deferred revenue) over the prior year.

Unfortunately IPAC was not able to secure a replacement project of a similar size. This challenge was met by the strategy of diversification of revenue and management of headcount to programs. Our budget for the year included a new large DFATD project, however other international projects such as the project in Trinidad was able to provide additional revenue in the year.

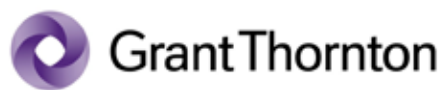
Another area of interest over the last few years, the Institutional Partnerships, provided IPAC with a boost to revenue in the year. The IPAC Annual Conference, a well-attended, thought-provoking event was also successful in 2015. With a focus on diversification, IPAC held four New Public Servants workshops located across the country.

Regarding expenses, the largest variance to the budget was the salaries line, this achieved through careful management of headcount. In coordination with the right sizing of headcount, the office lease was renegotiated and a portion of the office space was returned to the landlord reducing present and future rent and operating expenses. For the first year in a number of years, administration expenses were higher than budget, this due to the setup of an allowance for doubtful accounts for a receivable now outstanding two years. IPAC is still making efforts to collect this receivable.

To date in 2016, the organization has carried forward the theme of partnerships with other organizations and is working on a Commissioning Academy Workshop in partnership with the Ontario Chamber of Commerce and KPMG. IPAC is also working towards further diversification of programs as well as securing additional International partnership contracts.

IPAC's strengthened and continued focus on the public service in Canada including aboriginal governance, policy innovation and new public servants, demonstrates the emphasis placed on relevance to its members. With your continued support the Institute will continue to flourish as a financially sustainable, significant organization.

Kent Campbell, Treasurer



FINANCIAL STATEMENTS

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

DECEMBER 31, 2015

CONTENTS

<i>Independent Auditor's Report</i>	33
<i>Statement of Financial Position</i>	35
<i>Statement of Operations</i>	36
<i>Statement of Changes in Fund Balances</i>	37
<i>Statement of Cash Flows</i>	38
<i>Schedule A - Statement of Financial Position - Restricted Funds</i>	39
<i>Schedule B - Statement of Operations - Restricted Funds</i>	40
<i>Notes to Financial Statements</i>	41

Independent Auditor's Report

To the Members of
The Institute of Public Administration of Canada

Grant Thornton LLP
11th Floor
200 King Street West, Box 11
Toronto, ON
M5H 3T4
T +1 416 366 0100
F +1 416 360 4949
www.GrantThornton.ca

We have audited the accompanying financial statements of The Institute of Public Administration of Canada, which comprise the statement of financial position as at December 31, 2015 and the statements of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Institute of Public Administration of Canada as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Emphasis of matter

The statements of operations and changes in fund balances and related financial statement notes for the year ended December 31, 2015 include budgeted amounts which are unaudited.



Toronto, Canada
April 29, 2016

Chartered Professional Accountants
Licensed Public Accountants

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Financial Position
As at December 31, 2015

Assets		2015	2014
Current Assets			
Cash	\$	401,236	\$ 452,155
Accounts receivable		568,773	809,296
Prepaid expenses and other current assets		53,411	99,418
Work-in progress		-	83,351
Due from the Institute of Public Administration of Canada Endowment Fund (Note 3)		-	1,968
		<u>1,023,420</u>	<u>1,446,188</u>
Non-Current Assets			
Property and equipment (Note 4)		8,166	12,800
	\$	<u>1,031,586</u>	<u>\$ 1,458,988</u>
Liabilities and Fund Balances			
Current Liabilities			
Accounts payable and accrued liabilities (Note 5)	\$	392,257	\$ 587,537
Deferred revenue (Note 6)		294,780	570,736
Gratuity pay liability (Note 7)		7,488	7,488
		<u>694,525</u>	<u>1,165,761</u>
Fund Balances (Note 2(a))			
Sustainability Fund (Unrestricted)		328,895	280,427
Investment in property and equipment		8,166	12,800
		<u>337,061</u>	<u>293,227</u>
	\$	<u>1,031,586</u>	<u>\$ 1,458,988</u>

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Operations
For the year ended December 31, 2015

	2015 <u>Budget</u> (Unaudited - Note 13)	2015 <u>Actual</u>	2014 <u>Actual</u>
Revenue			
Subscription and sales	\$ 83,500	\$ 95,874	\$ 95,088
Contributions and service agreements (Note 8)	140,000	100,000	140,000
Research projects	241,400	136,046	204,480
Other conferences and workshops	170,000	219,401	165,935
Annual conference	370,000	462,738	573,813
Membership fees	457,000	533,360	509,769
Other income	125,000	125,902	226,719
Other international funding	613,832	701,011	151,953
GAC Program and funding	1,320,000	673,901	3,198,255
	<u>3,520,732</u>	<u>3,048,233</u>	<u>5,266,012</u>
Expenses			
Operating expenses			
Honours and awards	20,700	21,802	17,662
Publications	94,000	90,219	83,541
Research projects	180,550	87,363	140,764
Other conferences and workshops	116,000	143,205	114,013
Annual conference	265,000	355,445	438,330
Regional groups and membership services	35,000	25,552	32,305
Other international projects	313,093	355,900	38,408
GAC placements and missions	943,928	673,963	3,198,255
	<u>1,968,271</u>	<u>1,753,449</u>	<u>4,063,278</u>
Administration expenses			
Amortization of property and equipment	10,000	9,642	17,441
Board committee	2,000	5,307	900
Other administrative expenses	161,350	186,877	133,613
Rent, caretaking and utilities	171,021	208,130	214,151
Salaries, wages and benefits	1,184,186	840,994	825,866
	<u>1,528,557</u>	<u>1,250,950</u>	<u>1,191,971</u>
	<u>3,496,828</u>	<u>3,004,399</u>	<u>5,255,249</u>
Excess of revenue over expenses	<u>\$ 23,904</u>	<u>\$ 43,834</u>	<u>\$ 10,763</u>

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Changes in Fund Balances
For the year ended December 31, 2015

	Sustainability Fund			Investment in property and equipment			Total	
	2015 Budget (Unaudited - Note 13)	2015 Actual	2014 Actual	2015 Budget (Unaudited - Note 13)	2015 Actual	2014 Actual	2015 Budget (Unaudited - Note 13)	2014 Actual
Fund balances, beginning of year	\$ 280,427	\$ 280,427	\$ 257,071	\$ 12,800	\$ 12,800	\$ 25,393	\$ 293,227	\$ 282,464
Excess of revenue over expenses	23,904	43,834	10,763	-	-	-	23,904	10,763
Amortization	10,000	9,642	17,441	(10,000)	(9,642)	(17,441)	-	-
Purchase of property and equipment	(5,000)	(5,008)	(4,848)	5,000	5,008	4,848	-	-
Fund balances, end of year	\$ 309,331	\$ 328,895	\$ 280,427	\$ 7,800	\$ 8,166	\$ 12,800	\$ 317,131	\$ 293,227

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Cash Flows
For the year ended December 31, 2015

	<u>2015</u> <u>Total</u>	2014 <u>Total</u>
Operating activities		
Excess of revenue over expenses	\$ 43,834	\$ 10,763
Amortization of property and equipment	<u>9,642</u>	<u>17,441</u>
	53,476	28,204
 Changes in non-cash working capital items		
Accounts receivable	240,523	22,515
Prepaid expenses and other current assets	46,007	72,988
Work-in-progress	83,351	72,161
Accounts payable and accrued liabilities	(195,280)	107,334
Deferred revenue	<u>(275,956)</u>	<u>(94,832)</u>
	<u>(47,879)</u>	<u>208,370</u>
 Financing activities		
Due from the Institute of Public Administration of Canada Endowment Fund	<u>1,968</u>	<u>66,155</u>
 Investing activities		
Purchase of property and equipment	<u>(5,008)</u>	<u>(4,848)</u>
 Net (decrease) increase in cash	(50,919)	269,677
 Cash, beginning of year	<u>452,155</u>	<u>182,478</u>
 Cash, end of year	<u>\$ 401,236</u>	<u>\$ 452,155</u>

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

Notes to the Financial Statements

Year ended December 31, 2015

1. Purpose of the Organization

The Institute of Public Administration of Canada (the "Institute") is a private, not-for-profit organization, which enables public servants from all spheres of government, university and college, teachers, staff, students and others interested in public administration to exchange ideas on trends, practices and innovations in public administration. Its scope covers governance from the global to the local level. Regional groups across the country provide local networks and forums.

The Institute was federally incorporated without share capital on December 15, 1947 as a not-for-profit organization and has continued under the Canada Not-for-Profit Corporations Act.

2. Summary of Significant Accounting Policies

These financial statements are in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO). The accounts of the Institute are maintained using the accrual basis of accounting. The accounts of the Institute's Global Affairs Canada (GAC) funds are maintained on an accrual basis in accordance with the principles of fund accounting.

ASNPO requires entities to select policies appropriate for their circumstances from policies provided in these standards. The significant accounting policies selected by the Institute and applied in these financial statements are summarized below.

(a) Nature of Funds

Sustainability Fund

The Sustainability Fund is unrestricted and accounts for current operations and programs.

Investment in property and equipment Fund

The Investment in property and equipment Fund accounts for the equipment of the Institute.

(b) Revenue Recognition

The Institute follows the deferral method of accounting for contributions.

GAC program and funding, research projects, other international funding and contribution and service agreements

Restricted contributions for GAC program and funding revenue are recognized as revenue of the GAC fund when the mission report, which details the expenses incurred in relation to the revenue granted, is accepted by GAC. Restricted contributions for all non-GAC program and funding revenue are recognized as revenue of the specific fund in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue of the Sustainability fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributed services

The Institute's activities are supported by the help of volunteers. Donated services are not recognized in these statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to Financial Statements
Year Ended December 31, 2015

Membership fees

The term of individual membership fees is on a rolling annual basis. Any individual membership fees received for the subsequent year are deferred to the following fiscal year. The term of the institutional partner's membership fees is on a calendar year basis and is recognized as such.

Conference and workshop fees

The conference registration fees are recognized as revenue in the period in which the conference takes place.

Special project funds

Funds received for special projects are included in income at the time the related expenses are incurred. These funds are not segregated from general funds except at the specific request of the donor.

(c) Work-in-progress

Work-in-progress is valued at its estimated realizable value and relates to program, projects or other initiatives that have not been billed.

(d) Property and equipment

Property and equipment are stated at cost and consist of computer equipment. Amortization is charged to operations on a straight-line basis over three years.

(e) Foreign currency translation

The monetary assets and liabilities are translated at the rate of exchange in effect at year-end. Revenue and expenses are translated at the rates in effect at their transaction dates. The resulting gains and losses are included in other administration expenses in the statement of operations.

(f) Financial instruments

The Institute considers any contract creating a financial asset, liability or equity instrument as a financial instrument.

The Institute's financial instruments comprise cash, accounts receivable, due from The Institute of Public Administration of Canada Endowment Fund (the "Endowment Fund"), accounts payable, and gratuity pay liability. The Institute's financial instruments are initially measured at fair value and subsequently at amortized cost.

(g) Measurement uncertainty

Management reviews the carrying amounts of items in the financial statements at each statement of financial position date to assess the need for revision or any possibility of impairment. Certain items in the preparation of these financial statements require management's best estimate. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action.

These estimates are reviewed periodically and adjustments are made to excess of revenue over expenses as appropriate in the year they become known.

(h) Allocation of expenses

The Institute allocates its salaries and overhead expenses to the GAC Fund based on actual time spent by employees on GAC funded projects.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to Financial Statements
Year Ended December 31, 2015

3. Related party transactions

The amounts receivable from the Endowment Fund are non-interest bearing and due on demand.

The Endowment Fund was incorporated under the Canada Corporations Act on June 16, 1988 as a not-for-profit organization and is a registered charity under the Income Tax Act. It was established to undertake specific projects with the agreement of the Institute.

The Institute and the Endowment Fund share administrative staff, management and have some common Board of Directors (the "Board") members. The Institute exercises control over the Endowment Fund by virtue of its power to determine the Endowment Fund's strategic operating, investing and financing policies.

Summarized financial information for the Endowment Fund is as follows:

	<u>2015</u>	<u>2014</u>
Assets	\$ -	\$ 1,968
Liabilities	<u>-</u>	<u>1,968</u>
Fund balance, end of year	<u>\$ -</u>	<u>\$ -</u>
Revenue	\$ 330	\$ 9,724
Expenses	<u>86</u>	<u>99,135</u>
Excess (deficiency) of revenue over expenses	<u>\$ 244</u>	<u>\$ (89,411)</u>
Cash flows, operating	\$ 244	\$ (89,411)
Cash flows, financing	(2,212)	(66,155)
Cash flows, investing	<u>-</u>	<u>155,672</u>
Net cash flows	<u>\$ (1,968)</u>	<u>\$ 106</u>

4. Property and equipment

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net 2015</u>	<u>Net 2014</u>
Computer equipment	<u>\$ 329,572</u>	<u>\$ 321,406</u>	<u>\$ 8,166</u>	<u>\$ 12,800</u>

5. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances of \$15,108 (2014 - \$12,490).

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to Financial Statements
Year Ended December 31, 2015

6. Deferred revenue

Deferred revenue represents unspent resources externally restricted for specific purposes and amounts received in the current period that are related to the subsequent period. The balance of deferred revenue is comprised of the following:

	<u>2014</u>	<u>Received</u>	<u>Recognized</u>	<u>2015</u>
Annual conference	\$ -	\$ 147,873	\$ 147,623	\$ 250
Leadership conference	36,575	51,070	36,575	51,070
Membership fees	139,317	244,767	249,942	134,142
Corporate partnerships	5,000	15,000	3,750	16,250
CPA funding	-	10,000	-	10,000
Trinidad and Tobago funds	-	83,068	-	83,068
GAC funds	<u>389,844</u>	<u>323,946</u>	<u>713,790</u>	<u>-</u>
Total	<u>\$ 570,736</u>	<u>\$ 875,724</u>	<u>\$ 1,151,680</u>	<u>\$ 294,780</u>

7. Gratuity pay liability

The Institute maintains a non-contributory, defined benefit gratuity pay plan for those current employees who began service prior to the commencement of the Institute's pension plan in 1985. The accrued benefits under this plan amounted to \$7,488 at December 31, 2015 (2014 - \$7,488). This liability will become payable when those individuals are no longer employed by the Institute.

Since 1985, all employees are members of the Institute's money purchase pension plan and the Institute does not have any liability regarding this service other than the annual contributions to the pension plan. During the year, \$22,198 (2014 - \$30,484) in contributions were made to the pension plan and the expense was included in salaries, wages and benefits.

8. Contributions and Service Agreements

	<u>2015</u> Budget (Unaudited – Note 13)	<u>2015</u> Actual
Manitoba	\$ 10,000	\$ -
Ontario	100,000	100,000
Quebec	<u>30,000</u>	<u>-</u>
	<u>\$ 140,000</u>	<u>\$ 100,000</u>

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to Financial Statements
Year Ended December 31, 2015

9. Contributions for international programs

The cumulative status of contributions pertaining to international programs administered by the Institute is as follows:

	Maximum contract contribution	Recorded in income to December 31, 2015	Balance of contract
Deployment for Democratic Development	\$ 17,300,000	\$ 16,877,300	\$ -
Democratic Governance Program	<u>5,761,304</u>	<u>5,746,399</u>	<u>-</u>
	<u>\$ 23,061,304</u>	<u>\$ 22,623,699</u>	<u>\$ -</u>

Note that both contracts were completed during 2015, hence no amounts remain to be provided related to the contracts.

10. Multi-year contractual obligations

Long term lease

The Institute is obligated under a lease for its office premises and storage space having a term of 98 months ending October 31, 2023. The minimum annual lease payments for the first 38 months total \$90,558 plus the proportionate share of all operating costs, taxes and utilities. For the last five years, the minimum annual lease payments total \$97,524 plus the proportionate share of all operating costs, taxes and utilities.

Deployment for Democratic Development (DDD) Program

The Institute has entered into an agreement with GAC, for a term ending June 30, 2013 to recruit and deploy Canadian democratic governance expertise in developing countries and countries in transition in Africa, the Americas, Asia and Europe. The contract has a value of \$17,300,000. During 2012, GAC approved an additional extension of the project for two years to March 31, 2015. The project has been completed and closed in 2015.

Support to the Ethics Secretariat (SES) Project in Tanzania

The Institute has entered into an agreement with GAC and Cowater International Inc., as a consortium, for a term ending December 31, 2015 to focus on improved ethical leadership in Tanzania. The total value of the contract is \$2,064,843. In January 2015, the value of the contract was increased by GAC to \$2,214,843.

Democratic Governance Program (DGP)

The Institute has entered into an agreement with GAC for a term ending January 31, 2015 to focus on new partnership activities related to training senior civil servants and executives in developing countries. The total value of the contract is \$5,761,304. During 2014, GAC approved an extension of the project to June 30, 2015. The project has been completed and closed in 2015.

African Leaders of Tomorrow Scholarship Fund

The Institute has entered into a partnership agreement with Canadian Bureau for International Education for a term ending March 31, 2020 to support young African professionals to become leaders in public policy and administration. The total value of the agreement is \$677,872.

Trinidad and Tobago Service Commissions Department (SCD) Institutional Restructuring Project

The Institute has entered into an agreement with Deloitte Trinidad and Tobago, for a term ending March 9, 2017 to enhance the capacity of the SCD to provide quality human resource management service and facilitate improved service delivery to its clients/ stakeholders. The total value of the agreement is \$783,935 USD.

Youth Leadership, Entrepreneurship, Access and Development (YouLead) Project

The Institute has entered into an agreement with CUSO International, for a term ending March 31, 2019 to deliver public administration expertise and capacity building on environment, gender equality and social inclusion and labour market training. The total value of the agreement is \$258,266.

11. Operation of the regional groups

The financial statements of the Institute do not include any assets, liabilities, revenue or expenses of any regional group of the Institute.

12. Allocation of expenses

Salary and overhead expenses in the amount of \$213,919 (2014 - \$622,364) have been charged to the GAC placement and missions expense in the GAC Fund.

13. Budget figures

The budget figures shown in these financial statements are presented for comparative purposes with no audit opinion expressed. The amounts are approved by the Board of Directors.

14. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Institute's main credit risks relate to its accounts receivable.

The Institute reduces its exposure to credit risk by performing credit valuations on a regular basis and creating an allowance for doubtful accounts when applicable. At December 31, 2015, the allowance for doubtful accounts is \$76,554 (2014 - \$Nil). In the opinion of management, the credit risk exposure to the Institute is low and is not material.

Liquidity risk

Liquidity risk is the risk that the Institute will encounter difficulty in meeting the obligations associated with its financial liabilities. The Institute is exposed to this risk mainly in respect of its accounts payable and gratuity pay liability.

The Institute reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due, and maintaining adequate cash reserves to repay trade creditors.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to Financial Statements
Year Ended December 31, 2015

15. Operating line of credit and irrevocable letters of credit

The Institute has a line of credit of \$30,000 from a Canadian chartered bank bearing interest at the bank's prime interest rate plus 1.0% per annum. As of December 31, 2015, the outstanding balance for the operating line of credit was \$Nil.

The Institute had an authorized temporary line of credit of \$250,000 from a Canadian chartered bank bearing interest at the bank's prime interest rate plus 1.0% per annum. As of December 31, 2015, the outstanding balance for the operating line of credit was \$Nil.

The Institute was also contingently liable for irrevocable letters of credit issued by its banker to secure advances from GAC. As at December 31, 2015, these letters of credit amounted to \$1,000,000. These letters of credit were supported by guarantees from the Export Development Corporation of Canada, in the amount of \$1,000,000 and a general security agreement by the Institute.

The line of credit agreement and irrevocable letters of credit ceased on the completion of the DDD and DGP projects.

16. Comparative figures

Comparative figures have been adjusted to conform to changes in the current year presentation.

THANK YOU TO OUR VOLUNTEERS <<

► We would like to take a moment to recognize the incredible contributions that are made by a large number of volunteers who make IPAC's work both possible and successful! It is important to appreciate that our Executive Boards at the national level and in our 18 regions across Canada, are made up of dedicated individuals that volunteer their time and efforts to support public service in their communities across the country. Furthermore, the myriad of events that we host each year and many of the projects we implement in Canada and around the Globe could not be possible without the assistance of volunteers and associates of the Institute.

IPAC is grateful to all of your efforts and contributions. You are making a difference!



IPAC MANAGEMENT

Robert P. Taylor, Chief Executive Officer
Suzanne Patterson, Director of Finance
Andrea Migone, Director of Research
and Outreach

Gabriella Ciampini, Director of Special Events
Suzanne Patterson, Acting Director of Domestic
and International Programs



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Kathy Brock, President of the Canadian Association of Programs in Public Administration (CAPPA)

Marie Lemay, Domestic and International Programs Committee

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Tom Balfour, Quebec

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Lisa Nye, Western Region

MEMBER-AT-LARGE:

Lucie Robitaille

SPECIAL ADVISOR:

Brent Meade

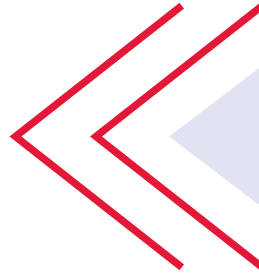
David Brock

>>VISION

"IPAC is recognized as a leader at home and abroad in building strong and dynamic public sector organizations that excel in meeting the needs of Canadians."

>>MISSION

"IPAC is dedicated to supporting those with a shared commitment to build excellence in public administration in Canada. We bring together networks and share best practices and experiences to help solve problems and position our members and partners for success in public service."



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