

# ANNUAL REPORT 2016



IPAC  IAPC

The Institute of Public  
Administration of Canada

# Contents

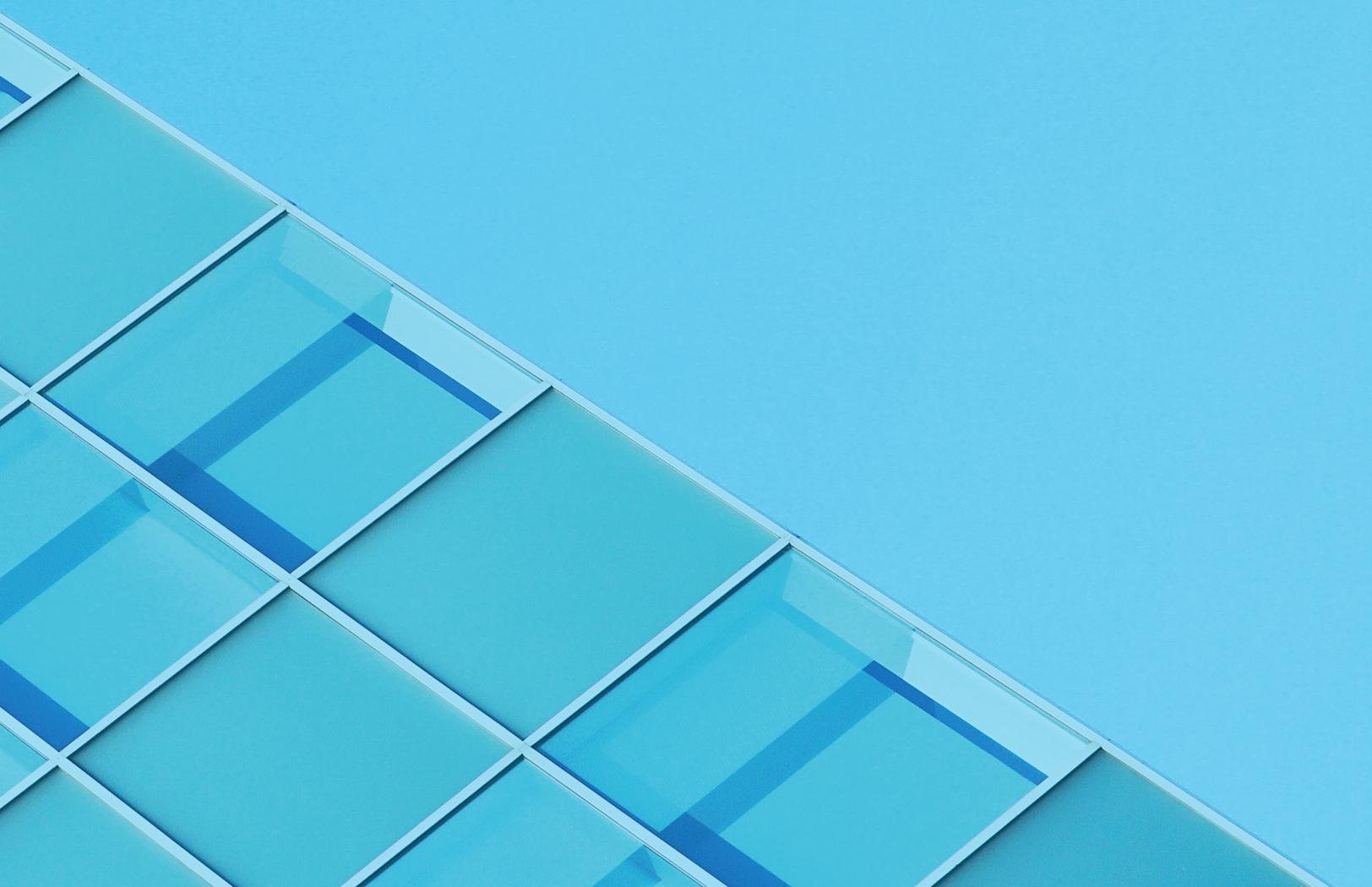
04	Message from the President
06	Regional Group Council
08	Research and Outreach
09	Case Studies, Publications and PSM
10	Canadian Public Administration Journal
12	Domestic & International Programs (DIP)
14	Indigenous Government Programs
17	Membership
18	National Awards & Events
25	New Professionals Network
27	Treasurer's Report
29	Financial Statements
42	Thank you to our Volunteers
43	IPAC Management

# 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.





# Message from the President



## Introduction

It is that time of year again when we share with our members an overview of the Institute's activities over the past year. While the 2016 Annual Report provides but a glimpse of the many activities we have undertaken, 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.

As President of the Institute of Public Administration of Canada (IPAC), I would be remiss if I didn't start by recognizing the incredible support that I received during my tenure from both our national Board of Directors, our sub committees, special advisors and our 19 Regional Groups. Without their leadership, guidance and hard work, it would have been impossible to deliver on the many commitments that we made to our members and partners during this time. Of course, my appreciation is also extended to the many volunteers who have helped us to turn ideas into realities at both the national and local levels. I hope that you have the chance to read through the report and realize the incredible progress that we have made together!

As I began my term, I noted the importance of moving forward on our new Strategic Plan – Vision 2020, because I believe it truly reflects the needs and interests of our membership base. In keeping with that overall priority, we have dedicated a great deal of attention, time and resources to a number of key areas of focus such as member services, recruitment & retention, leadership and Indigenous governance. We have also placed greater emphasis on improving our communication tools and efforts to support our members. In particular, I think we should all be very proud of the recent launch of our new web site that offers an extremely useful platform to connect and share with all those that are interested in Canada's public sector.

It is well known that our real strength is our unique ability to bring together and support a large cross section of public servants and academics throughout the country, and indeed from across the globe. With our regional groups reaching from coast to coast to



coast, I have witnessed the important difference we are making through the variety of high quality events we host in local communities and at the national level. I would like to personally thank all of those regional groups that I met with for their hospitality and the insights that they shared with me. Let me also extend congratulations to our Toronto Regional Group for hosting one of the best IPAC Annual Conferences ever held with perhaps the largest attendance to date.

Of course, the Institute is also founded on a strong base of research and knowledge sharing. Through our solid relationship 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. Our corporate partners have also supported an amazing suite of national awards (such as the Vanier Medal, Leadership Awards, Innovative Management Awards, etc.) that allow us 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 could not have been achieved without the support, dedication, and efforts of our many members, volunteers and partners. In this vein, I would also like to recognize the exceptional support that is provided by our CEO, his management team and all the staff at IPAC's national office in Toronto.

It has been an honour to serve as IPAC's President this past year and I know I will be leaving the Institute in the good hands of our incoming President, Ms. Lucie Robitaille. While we have accomplished a great deal together, there is more to do and I remain confident that IPAC's role in Canada's public sector is now more important than ever before.

**David Morhart**

2016-2017 IPAC President and  
Deputy Minister, Service Alberta



## Regional Group Council

In 2016, IPAC's family of Regional Groups grew to 19 members with the addition of the Nunavut Regional Group. All regional groups have chairs representing their regional executive, as well as a representative sitting on the Regional Group Council. Additionally, 5 of those Regional Group Council members serve on IPAC's Board of Directors representing 5 geographic regions across Canada.

### Why is this representation so important to IPAC?

Because IPAC has membership cuts across sectors, administrative and geographical boundaries the regional groups offer a unique and much needed opportunity to connect our membership on topics of interest and relevance to the public service. Many of our Regional Group representatives also serve on IPAC committees and sub-committees, providing guidance to IPAC's activities and outreach, supporting current and future best practices, professionalism, research, events and future endeavors.

The Regional Groups represent the initiators of many very successful activities of IPAC and many best practices that are common-place practices in public services across the country emerged from one of our IPAC meetings or events. IPAC's regional groups that have led or hosted many of these initiatives have asked for greater and a more diverse range of initiatives from IPAC.

I have listed below a few examples of activities that have been hosted, led, or supported by one or more regional groups or members of IPAC over the past year:

- Regional Networking events, Executive Breakfasts, Awards, Case Competitions, and more...
- Ottawa, Toronto hosted the New Public Servant Workshops
- The Toronto Regional Group hosted the 2016 IPAC National Annual Conference
- Lieutenant Governor awards are hosted across the country, and the Vanier Medal is hosted in Ottawa at awarded at a ceremony in Rideau Hall
- The Regional Group Excellence prize was awarded to the Northwest Territories Regional Group

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.



**Michelle Snow**  
IPAC Regional Group Council Chair  
2016-17

### 2016/17 Regional Group Chairs

- Heather MacIntosh, Calgary
- Curtis Clark, Edmonton
- Greg Lutes, Fredericton
- Scott Duff, Southwestern Ontario
- Jessica Drakul, Manitoba
- Paul Lang, Moncton
- Danny Pagé, Montreal
- Danielle Poulin, National Capital
- Michelle Snow, NL
- Darryl Eisan, Nova Scotia
- Layton Reynolds, Nunavut
- Dennis Marchiori, NWT
- Wendy MacDonald, PEI
- Christiane Barbe, Quebec
- Doris Morrow, Saskatchewan
- Susan Underhill, Toronto
- Victoria Heron, Vancouver
- Colleen McCormick, Victoria
- Jean-Sebastien Blais, Yukon

### 2016/17 Regional Group Representatives

- Jane Hawkins, Calgary
- Menyi Leong, Edmonton
- Greg Lutes, Fredericton
- Scott Duff, Southwestern Ontario
- Jessica Drakul, Manitoba
- Luc Richard, Moncton
- Christian David, Montreal
- Howard Yeung, National Capital
- Michelle Snow, NL
- Stephen MacKenzie, NS
- Dan Carlson, Nunavut
- Christian Bertelsen, NWT
- Janice Pettit, PEI
- Marlyne Casey, Quebec
- Doris Morrow, Saskatchewan
- Susan Underhill, Toronto
- Lisa Nye, Vancouver
- Norma Glendinning, Victoria
- Jean-Sebastien Blais, Yukon

Calgary

Edmonton

Fredericton

Manitoba

Moncton

Montreal

National Capital

Newfoundland &  
Labrador

NW Territories

Nova Scotia

Nunavut

P.E.I.

Quebec

Saskatchewan

SW Ontario

Toronto

Vancouver

Victoria

Yukon

---

# Research and Outreach

## Research and Outreach in 2016

The year 2016 marked both continuity and change for the Research and Outreach functions of IPAC. On the one hand we had the nomination of a new Chair of the Research and Professional Practices Committee – Professor Gilles Levasseur, who replaced the outgoing Chair, Ms. Janet Mason whom we wish to thank for her leadership and work over the previous two years. We also continued our bridging activity between academia and practitioners especially through the Canadian Association of Programs in Public Administration and to build internal synergies with the Domestic and International Programs.

We proceeded with our strategy of ensure that research products become more relevant to the value proposition that IPAC can offer its members, partners and stakeholders. This has been embodied in successes in the dissemination of the results of IPAC's New Public Servants survey of 2015, the increased interest by Institutional Partners for IPAC research and training products and in the continued record of very strong publications and conference presentations associated with IPAC projects and personnel. Two examples of this increased relevance are the support that IPAC gave to the Innovation in the Public Sector in Practice event, a case study competition in Halifax (June 2016) hosted at Dalhousie University and involving 10 teams many of which were cross-jurisdictional or cross-departmental ones. The second example is the

fact that the Centre for Leadership and Learning (OPS) asked IPAC for a second year in a row to provide a research report on comparative executive onboarding practices. Given the very strong interest that was noted across jurisdictions in the topic, IPAC began developing a general report for its stakeholders. The outreach activities have also measurably improved with increased amounts and numbers in the areas of sponsorships, and both individual and institutional partnerships although that is due to the hard work everyone within IPAC has engaged in over the past year.

Finally, the Director of Research and Outreach and the Chair of the Research Committee continue their activity to develop a knowledge brokering model. Challenges remain for IPAC's Research and Outreach function that will need to be tackled over the next few years. The general climate in the sector means that resources are difficult to come by and we often operate under this constrain; this can be partially tackled by the current effort to rationalize the job descriptions and processes internal to the Institute. The funding that was previously provided for the DM/CAO survey (\$25,000.00) was not renewed in 2016 but this meant that IPAC had the chance of exploring options for new funding and to develop partnerships with universities to help with the analytics phase of the research.



## Case Studies

In 2016, the annual National Annual Public Administration Case Competition was held on February 28 at the University Ottawa. This was an important test as many facets of the competition changed. To begin with there was a transition in the organizing of this event with CAPPa assuming a more direct role with its member schools to design and stage the event.

The judging format also changed with an elite team of judges receiving all presentations in the same format and approaching each case presentation with a set of reference issues and questions. They scored in detail. Also for the first time, each team received a debriefing from one of the judges, based on their collective assessments.

Eleven teams participated. The case was a complex one, focusing on the myriad issues of aging in our society. Simon Fraser University placed first, the University of Toronto second and Queens University third but all presentations were of an exceptionally high quality.

IPAC continued to promote its case studies and to add to its database.

## Publications

In 2016 the Institute of Public Administration of Canada brought forward its two publishing agreements with the University of Toronto Press that is embodied in the Series in Public Management and Governance and with the Presses de l'Université du Québec through the collection Administration publique et gouvernance.

This collaboration produced two volumes in each series: Jonathan Craft's *Backrooms and Beyond* that analyzes the activity of partisan advisors in Canada and an edited volume by Elson Peter titled *Funding Policies and the Nonprofit sector in Western Canada*.

The French language production included Michel Sarra-Bournet's volume *Les grands commis et les grandes missions de l'État dans l'histoire du Québec* and Michaud Nelson's book overviewing the last half a century of development of public administrations (*50 Ans de Construction des Administrations Publiques*).

## Public Sector Management Magazine

During 2016, Public Sector Management shifted to a fully digital delivery format and continues to be published through MediaEdge. During the year, PSM published three issues. The first tackled the area of recruitment and retention in the public service and was supported by data collected through IPAC's 2015 New Public Servants Survey among other things, the second focused on The Future of Public Service, and the third was devoted to Building Trust in Government: Ethics in the Public Service, which delved into the learnings from a conference that IPAC Organized with the Office of the Conflict of Interest Commissioner of Ontario. IPAC has also been engaged in an internal discussion on how to further improve the timeliness and effectiveness of Public Sector Management as a tool to support its membership.



# Canadian Public Administration 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.

This is my sixth annual report as Editor. During 2016 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. As noted below, Professor Carey Doberstein (UBC Okanagan) joined the team as Associate Editor during the year.

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. In 2016, the highlights are as follows. First, we published 24 articles, 5 research notes, and 2 book reviews. Second, we published two articles on Indigenous issues, one on the Kelowna Accord as a new model for multilevel governance (Alcantara and Spicer 59:2) and another on the resilience of the Indian Act (Morden 59:1), and a research note on municipal-Aboriginal relations committees (Heritz 59:1). Third, Professor Carey Doberstein took on responsibility to further our new approaches for book reviews and a new feature entitled New Frontiers (see next paragraph). Fourth, we continue to be very pleased with the mix of articles and research notes on national, provincial, local, and Indigenous issues, and a wonderful mix of methodological approaches. Finally, the Hodgetts Award for best 2016 English article will be announced

at the 2017 Annual Conference.

Looking ahead to 2017, we worked on several initiatives. First, we worked with IPAC's National Office lead on the web site transformation (Laura Goodyear) to identify a new web page layout for the journal. Second, Carey moved forward with our plans to commission book reviews which, instead of appearing in the journal per se, would be shared with members via e-blasts and on the journal's web page (we did this because it is a quicker way to turn around book reviews). Third, Carey also commissioned New Frontier contributions (these are short surveys of key articles and books on emerging approaches and issues in our field for practitioners and scholarly colleagues) which started to appear in the March 2017 issue of the journal and with our goal of having two per issue. Fourth, we will publish a special issue on governance in the digital era in November 2017. Finally, we will be proceeding with other special issues on third-party advertising in elections, ethics, and Indigenous governance and public administration, variously within our regular page allocation and with additional funded issues. Finally, after many years of service (and agreeing to stay on longer than he had planned), Professor Denis St. Martin stepped down as Associate Editor of CPA in June 2017 but we are fortunate to have Professor Luc Juillet take on these responsibilities (a note will appear in the September 2017 issue of the journal).

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 2016 can be found in the March 2017 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**  
Professor, School of Public  
Administration,  
University of Victoria

**24 articles**

**5 research notes**

**2 book reviews**

---





IPAC Team of volunteer experts with staff from the government of Cross River State, Nigeria.

## Domestic & International Programs (DIP)

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

2016 was the second year in over 20 years without a large multi-year Global Affairs Canada program. DIP continued to successfully respond to this situation and focus our efforts on other International work and strengthen our Domestic programs.

We diversified our efforts through partnerships with other organizations. IPAC's unique strengths, innovation and focus on public service provided value to several international partnership projects.

**Trinidad and Tobago**  
Provision of Consultancy Services for Institutional Strengthening of the Service Commissions.



**Cross River, Nigeria**  
Technical Assistance and Capacity Building "Green Jobs/ Green Economy"

**Sub-Saharan Africa**  
African Leaders of Tomorrow Scholarship Program



**Laurie LeBlanc**  
Chair, Domestic and International  
Programs Committee

## Program Management Highlights

DIP managed a large study mission from India, we developed and delivered in Canada a made-to-measure study program focused on public service reform, citizen centered services and e-governance for senior public servants from India. As well DIP continued delivering the two Schulich Executive Education Centre/York University programs on Leading Change Effectively in Government and Achieving Open Government Through Accountability, Transparency and Open Data. The Commissioning Academy, a new leading edge 3 day program was added to IPAC's roster in 2016, in partnership with KPMG and the Ontario Chamber of Commerce. Commissioning is assessing the needs of the constituent or client in an area, designing and specifying the services to meet those needs, and choosing the delivery mechanism for the service while making the best use of total available resources for the greatest outcomes. With the great success of the Academy, one day Commissioning Bootcamps were also on offer in 2016.

## DIP Committee Members

- Scott Duff
- Laura Freeman
- Joy Goertzen
- Brent Herbert-Copley
- Paul LaFleche
- Lisa Nye
- Ed Sajecki
- John Wilkins
- Jennifer Kroeker-Hall
- Paula Gallagher



Top: IPAC volunteer experts at work in Calabar, Nigeria



Bottom: IPAC Staff and delegates for study mission from the Department of Administrative Reforms, Government of India.



Panel on Truth and Reconciliation, IPAC Manitoba Regional Group Event, 2016

## Indigenous Government Programs

2016 was the first full year of IPAC's Indigenous Government Programs (IDP).

With the generous support of an executive interchange from the Government of Canada through the Canada School of Public Service, IPAC was able to develop and begin implementing a significant program of work to implement this priority area of the Institute's strategic plan to 2020.

In April 2016 the Board of Directors approved a plan to support Indigenous and Canadian governments to build new relationships in support of reconciliation. There are 3 major strands to the plan:

- Creating regular opportunities for learning exchanges between non-Indigenous and Indigenous administrators across Canada on topics of mutual interest;
- Building the capacity of non-Indigenous public servants to work better with Indigenous peoples, their governments and agencies; and
- Partnering with others to support the growth of administrative expertise, innovation and best practice in Indigenous governments.

Although led out of IPAC's national office, Indigenous Government Programs is a truly national effort that draws on the strengths of our regional membership structure. Recognizing that the most relevant and strongest relationships between Indigenous and non-Indigenous governments will be developed at the local and regional levels, IPAC's Regional Groups have been and will continue to be important partners in the delivery of this priority.

### “Be the change”

As a significant first step, IPAC amended its by-laws to explicitly include Indigenous governments and administrators in the Institute's mandate. The national and regional boards of directors are also taking steps to include Indigenous representation in their governance as well.

2016 saw strong growth in regional and national learning events that featured a variety of Indigenous interests and issues. Seven regional events and the national conference sessions touched almost 1200 public administrators from all levels of government across the country, who greeted the subjects with interest, enthusiasm and requests for more.

While there isn't room to highlight all of these events, it is worth noting the Northwest Territories Regional Group's (IPAC-NWT) efforts on "Building and Learning from an Inclusive Community of Government Administrators in the Northwest Territories". With the support of the Government of the NWT, IPAC-NWT ran a special project to welcome and integrate Indigenous governments into the IPAC community and pursue greater collaboration between all government administrations in the NWT. The full project report is available [here](#).

Related to the project, IPAC-NWT hosted a Northern Governance Conference in March 2016, in partnership with the Governments of Canada, NWT, Tlcho, and the Johnson-Shoyama Graduate School of Public Policy. Bringing together a broadly representative group of northern government administrators (36% of attendees self-identified as working for First Nation Band Councils or Aboriginal Governments) the conference theme was "learning from one another". Many of the conference sessions were recorded and available for viewing on IPAC NWT's YouTube channel.

## Training

The vital importance of education for reconciliation, including education of public servants, was among the key findings of the Truth and Reconciliation Commission as represented in their Call to Action #57. Many governments in Canada have begun addressing employee education with online tools and courses. But during consultations, many expressed the need for complementary in-person training to support further change in attitudes and behaviour.

In response, IPAC created "Reconciliation Begins with Me" a one-day course especially for public sector employees who want to deepen their professional knowledge about the history and current state of Indigenous-Canadian relationships, and contribute personally and professionally to renewing relationships. Produced in collaboration with the Canada School of Public Service, and informed by Indigenous expertise, the course was piloted in French and English in the national capital region in November 2016 to very high ratings and is now available to public services across the country.

## National Year of Dialogue for Reconciliation and Renewed Relationships

To grow and highlight IPAC's contribution to reconciliation and renewed relationships, planning began in this year to dedicate 2017 to regional and national dialogue between administrators, leaders of the Canadian public sector and Indigenous governments and organizations on shared challenges. The goal of the Year of Dialogue is to create opportunities to learn from each other, to talk about what renewed relationships could mean, and to establish new networks and working relationships.



Top: Kelly Lendsay, President and CEO of Indigenous Works leads a workforce inclusion workshop at IPAC 2016.



Bottom: Kim Scott, 2016 IPAC Panel on climate change, Toronto



The National Year of Dialogue was developed with the advice and support of a number of regional group volunteers and successfully launched in January 2017.

## Partnerships

It will take consistent hard work for IPAC to grow awareness about its programs and to build the trust of First Nations, Inuit and Metis governments and organizations. We will need to demonstrate relevance and value in the Indigenous government context in everything we do and we are working on a number of fronts to achieve this. For example, we provided introductory memberships for some Indigenous governments and organizations, and invited key leaders to participate in IPAC activities so they could meet colleagues and see first-hand what we do. We have been active on social media!

We are also partnering with Indigenous governments, organizations and others who share a commitment to building excellence in administration and governance. In 2016, IPAC started a partnership with the Centre for First Nations Governance and Carleton University on the “Transitional Governance Project”, a proposed research project working with First Nations governments that are transitioning from Indian Act administration to self-government. The team’s first collaboration was a background paper on 20 years of development in Indigenous governance entitled “Completing Confederation”, produced for a national forum held in Winnipeg in November to mark the 20th anniversary of the Royal Commission on Aboriginal Peoples.



**Catherine MacQuarrie**  
Senior Executive in Residence,  
Indigenous Government Programs

“The inclusion of Indigenous people and discussions was my favourite part of the conference.”

- National Conference 2016 participant

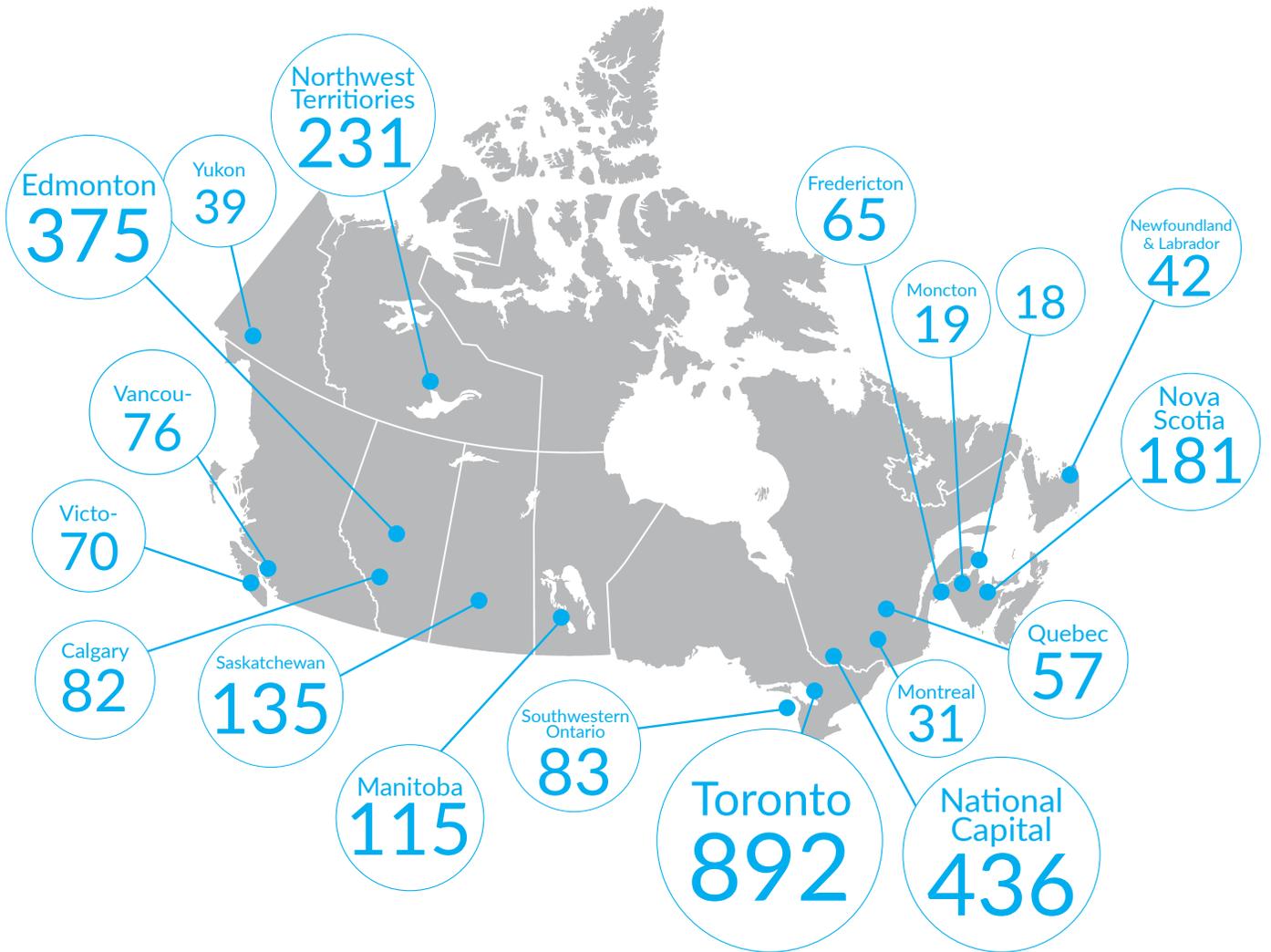
“Those who lead Canada’s public institutions need to spearhead the reconciliation effort and work to expand support for change within Canadian society as a whole.”

- David Newhouse, Associate Professor, School of Business; Chair, Indigenous Studies, Trent University

“...substantial and sustained reconciliation is impossible without the deep engagement of the civil service with the rebuilding of relationships with Indigenous peoples.”

- Ken Coates, Canada Research Chair in Regional Innovation at the Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan; Munk Senior Fellow, Macdonald-Laurier Institute

# Membership



69

Foreign

286

New Professionals

182

Academics



2947

Total Members

420

Federal

1624

Provincial & Territorial

224

Municipal

# 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 2016 recipient of the Vanier Medal was Mr. James (Jim) R. Eldridge, former Clerk of the Executive Council and Deputy Minister of Intergovernmental Relations, Government of Manitoba. The Right Honourable David Johnston, Governor General of Canada, presented the medal to Mr. Eldridge at a ceremony at Rideau Hall, on January 23, 2017. His Excellency the Right Honourable David Johnston recognized and honoured Mr. Eldridge for his contributions to Canadian public service. His nominator, former Premier of Manitoba, The Honourable Greg Selinger noted "Jim's commitment to the public service is truly second to none. [His] accomplishments and contributions to the field of public administration are by no means typical of the average public servant".

## Promising New Professional Award

This award was created in 2010 to encourage and celebrate leadership at all levels in the public sector and it is presented annually to a promising new public service professional who is an emerging leader within his or her organization.

In 2016, the winner was Ms. Shelby Enevoldsen, Compliance Auditor, Saskatchewan Ministry of Environment. The Institute of Public Administration of Canada congratulates Ms. Enevoldsen for the

leadership she demonstrated with the Ministry of Environment.

## Pierre De Celles Award

This award recognizes outstanding accomplishment that is worthy of emulation by encouraging and recognizing exceptionally effective and creative professors in the area of 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. Prof. De Celles was a member of the Board of Directors of IPAC, and acted as Treasurer and President-Elect. In 2016, the winner of the Pierre De Celles Award was Professor Carolyn Tuohy, founding fellow in the School of Public Policy and Governance at the University of Toronto.

## J.E. Hodgetts Award

Each year the J.E. Hodgetts Award is awarded to the finest article in English appearing in the previous year's volume of Canadian Public Administration.

This annual award was created in 1992 by the Institute of the Public Administration of Canada in honour of Ted Hodgetts, who passed away in 2009. Professor Hodgetts also received the Order of Canada in 1989, to honour his lifetime achievement and public service. He was awarded IPAC's Vanier Gold Medal in 1981 in recognition of his exceptional leadership and significant contribution to the field of public administration. In 2016, the winners of the Hodgetts Award were: Josée G. Lavoie, Joseph Kaufert, Annette J. Browne, Sharon Mah, John D. O'Neil, Stephanie

Sinclair and Kathleen BlueSky for their article entitled “Negotiating barriers, navigating the maze: First Nations peoples’ experience of medical relocation”, (June 2015, Volume 58, Issue 2, pp.295-314).

### The IPAC/IBM Social Leadership Award

This award recognizes Public Sector Employees who embody the qualities of a true social leader. These include embracing change and integrating technological tools like social media into everyday practice, dedication and love for the public service evident in their actions, and showcasing a level of emotional intelligence making them inspirational social leaders. Social leadership is an increasingly relevant part of the work of any public servant and at its 2016 Annual Conference IPAC awarded the inaugural IPAC/IBM Social Leadership Award to Mr. Andrew Treusch, former Commissioner of the Canada Revenue Agency for his leadership in the field and because his approach represented all of the qualities and activities of the social leader.

### IPAC/Deloitte Public Sector Leadership Awards

In 2016, the Public Sector Leadership Awards co-presented by IPAC and Deloitte fielded one of the most competitive group of submissions ever. With the rule changes of 2015 bringing all submissions in a single category choices have become quite complicated for our judges. This year two gold awards were assigned: a clear sign of how high the leadership bar has been raised for our awards.

- Gold**     **Alberta Public Service (APS) Leadership**  
Province of Alberta – Regional Municipality of Wood Buffalo Wildfire
- Gold**     **Nova Scotia Health Authority**  
Creating Opportunity out of Challenge: A Focus on Quality and Sustainability
- Bronze**   **Government of New Brunswick**  
Integrated Service Delivery for children and youth with emotional, behavioral and mental health issues

### Honorable Mention

#### Natural Resources Canada

IN.spire Innovation Hub

#### Ministry of Children and Youth Services, Ontario

The Pikangikum Model: Prevention Initiatives for Remote High-Need First Nation Communities

### Ministère de la Famille, Quebec

Concerted Action Plan to Prevent and Counter Bullying 2015-2018 Together Against Bullying, A Shared Responsibility

### IPAC/IBM Innovative Management Awards

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.

- Gold**     **Nova Scotia Department of Internal Services**  
Public Safety and Field Communications Trunk Mobile Radio Initiative
- Silver**   **Canada Revenue Agency**  
Applied Innovative Analytics in Support of Efficiency Gains and Better Service to Canadians
- Bronze**   **Centre-Sud-de-l'Île-de-Montréal**  
Le cirque social, un modèle d'intégration sociale innovant

# 68th National Annual Conference

Principles + Practices = Possibilities



## About the Event

Over 700 delegates from across Canada attended the 2016 IPAC Annual Conference held at the Fairmont Royal York Hotel from June 26-29, 2016. Through the conference theme, Principles + Practices = Possibilities, delegates explored the critical relationships between 'principles' and 'practices' and how, together, they contribute to 'possibilities' to build a responsive public service for the future. Public servants will continue to face change and know that it is essential to transform, reinvent and shape their future. The theme related to the importance of equipping today's public service to deal with contemporary issues in preparation for future changes and challenges.

The conference was executed using a number of innovative approaches such as incorporating offsite and field trips and using social media as a tool for fostering discussion, sharing information and stimulating participant engagement. To extend the reach beyond the conference venue, live streaming of select conference sessions were made available.

## Keynote Speakers

IPAC Toronto 2016 brought insights from our keynotes who provided future-focused glimpses on current trends and how they are testing traditional notions in public service. Our distinguished keynotes were:

- Alex Tapscott, CEO and Founder, Northwest Passage Ventures; Co-author of Blockchain Revolution: How the Technology Behind Bitcoin is Changing Money, Business and the World
- Natan Obed, President, Inuit Tapiriit Kanatami
- Dr. Marie Wilson, Commissioner, The Truth and Reconciliation Commission
- Vivek Kundra, former Chief Information Officer for President Obama and current Vice-President of Salesforce
- Paul MacMillan, Strategy and Operations Consulting Leader, Deloitte
- Dilip Soman, Corus Chair in Communications Strategy, Professor of Marketing; Co-Director and Research Affiliate Behavioural Economics in Action (Rotman, University of Toronto); Policy Advisor, Privy Council Office; Author of The Last Mile: Creating Social and Economic Value from Behavioural Insights.

In addition to the above keynotes, delegates joined thought-provoking public sector leaders in a dynamic armchair discussion tackling the issue of Climate Change. Speakers included:

- John Godfrey, Special Advisor to the Minister of the Environment and Climate Change, Ontario
- Mel Cappe, Professor, School of Public Policy and Governance, University of Toronto
- Kim Scott, Assembly of First Nations
- Daniel Homsey, Director of Neighborhood Resilience, City Administrator's Office, City and County of San Francisco
- Al Douglas, Director of the Ontario Centre for Climate Impacts and Adaptation Resources.

# Highlights

In addition to delivering an outstanding conference program, the conference planning committee's objective was to encourage all conference attendees, including local delegates, to attend social events with the understanding that the networking component was a significant benefit to participants. The social program was a major success beginning with the pre-conference visits to Niagara Winery Tour with Ontario Group of Touring Companies, Toronto Harbour Brunch Cruise with Mariposa Cruises, Taste of Toronto and ROM Walks: Toronto's History - St. James Cemetery and welcome reception featuring the Gardiner Museum, Canada's national ceramics museum, one of the world's great specialty museums. The signature event was the social evening at Toronto's top 10 attraction, Ripley's Aquarium, where delegates, nibbled, sipped and listened to live music in this underwater world of interactive space with more than 16,000 marine animals!



1. IPAC 2016 Toronto Conference Delegate at the Ripley's Aquarium
2. Building New Relationships: How Indigenous and Other Governments Can Work Together:  
Left to Right: Chief Darcy Bear, Whitecap Dakota First Nation, Saskatchewan; Hon. Donald J. Atchison, Mayor of Saskatoon
3. 2016 Toronto Conference delegates, including previous IPAC president, George Ross
4. 2016 Toronto Conference Jazz Band at the Ripley's Aquarium Monday night social
5. Plenary discussion on the Future of the Public Service.  
From left to right: Moderator: Peter Wallace; Penny Ballantyne, then Secretary to Cabinet of the NWT; Steve Orsini, Secretary to Cabinet of Ontario

# 11th National Leadership Conference & Awards

Rebooting Leadership: (Inter) Facing the Future

## About the Event

IPAC's 11th National Leadership Conference, Rebooting Leadership: (Inter) Facing the Future, held on February 4 & 5, 2016 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 IPAC leadership conference has built a reputation for providing delegates with an opportunity to enhance their knowledge of leadership skills, share best practices in issues of public administration and learn cutting edge knowledge of diverse emerging practices. The 2016 conference theme focused on addressing the need for leaders, and organizations, to respond to the ever-increasing complexity of public service and growing demand for efficiencies and effectiveness. Just as our computer/technology can fail to respond and become locked, leaders can find that their style of leadership no longer seems to be working. It is then time to reboot your leadership as you would reboot your computer - use the Ctrl+Alt+Delete buttons! Also included in conference program, were professional development sessions, workshops, and a leadership café.

## Speakers

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

- Jennifer Keesmaat, Chief Planner & Executive Director, City of Toronto
- Marc Hurwitz and Samantha Hurwitz, authors of Leadership is Half the Story
- Palma Robinson, Senior Executive Coach and Facilitator, The Niagara Institute
- Matthew Torigian, Deputy Minister, Ontario Community Safety and acting Ontario's Deputy Solicitor General
- Carol Henry, Leadership Coach
- Greg Hobbs, Deputy Director, Leadership & Governance Team, Civil Service Group, Cabinet Office, Government of the United Kingdom
- Murray Segal, former Deputy Attorney General of Ontario
- Chris Bentley, former Attorney General of Ontario
- Beth Bell, Partner & Public Sector Leader – Canada, IBM Global Business Services
- Maryantonett Flumian, President, Institute on Governance
- Mark Goldenberg, Policy and Research Consultant and Co-author of the Centre of Public Management and Policy study on Assistant Deputy Ministers in the Canadian Public Service
- Nancy Naylor, Associate Deputy Minister, Delivery and Implementation, Ministry of Health and Long-term Care, Government of Ontario
- Beth Simone Noveck, Jeffy M. Hultin Global Network Professor, New York University Tandon School of Engineering; Director, the Governance Lab



1. The materials for the Lumina Spark workshop where attendees developed their own psychometric profile using a 24 qualities approach.
2. Here's how things look seconds before we open the door to the ballroom: the moment before the knowledge sharing storm we call it!
3. Mr. Frank D'Onofrio Distinguished Public Servant in Residence in the Department of Politics and Public Administration at Ryerson University and Ms. Paula Gallagher, Public Sector Industry Leader at Deloitte while presenting the Leadership Awards

# 91%

An overwhelming 91% of respondents surveyed rated the overall program and experience as excellent exceeding expectations and satisfactory meeting most expectations.



"I came not knowing what to expect, but got good information and insights from every presentation. Particularly liked the interactive click-surveys at the table that provided a quick overview of the experiences of others in the room on key topics."

"Impressed by both the calibre of the speakers and content, the interactive activities were engaging – a lot of take-a-ways that are practical."

"The keynote speakers were all excellent! I especially liked Marc and Samantha Hurwitz and Beth Bell. I think an entire conference could be devoted to following vs. leading and to social leadership."



## CEPMA

Through the Centre of Excellence on Performance Management and Accountability (CEPMA) the Institute of Public Administration of Canada promotes research and understanding of innovative and creative solutions in the areas of outcome and performance measurement, analytics and accountability frameworks. Presenters include leading academics, private sector leaders and government practitioners from across Canada.

## New Professionals Events

During 2016, the Institute of Public Administration of Canada held New Public Servants Workshops in Ottawa and Toronto with over 250 delegates attending. Focusing on core locations where large numbers of New Public Servants are located allowed the Institute to both manage the risks associated with delivering a successful event, and to maximize the benefits for the local communities. IPAC continued to co-develop the workshop with the critical support of the local NPS representatives and other local partners in the specific regions. Over time this has enabled the creation of a small but very effective group of organizers at the local level and this has meant that the process of designing, organizing and delivering such events is becoming more efficient.

Among the speakers at our 2016 NPS events were:

- Steve Orsini, Secretary of the Cabinet, Head of the Ontario Public Service and Clerk of the Executive Council
- Peter Wallace, City Manager for the City of Toronto
- Steve Ressler, Founder and President of Govloop
- Matthew Mendelsohn, Deputy Secretary to the Cabinet (Results and Delivery), Privy Council Office
- Marianne Phillips, Director of Human Resources, City of Ottawa
- Lori Sterling, Deputy Minister of Labour
- Graham Flack, Deputy Minister of Heritage

With an eye at the need to deliver a second instance of the New Public Servants survey in 2017, IPAC initiated research and analysis to ensure that the process would receive as much support as possible. In 2016, the Board of Directors nominated Ms. Lougheed, Deputy Minister, Corporate Human Resources, Public Service Commissioner, Government of Alberta, Special Advisor to the Board on the topic of Human Resources management. IPAC intends to enlist Ms. Lougheed's support in ensuring that the 2017 survey is successful.

# New Professionals Network

## Year in Review

It has been a pleasure to work with the New Professionals Committee again this year. It has been an exciting journey for all of us; we have continued to provide programming for new public servants and students enthusiastic about public administration. This year we have also taken on a new initiative that will re-shape our committee in the years to come.

## Regional Activities

Our members offer programming across the country that meet the needs of their members in each region. Regional groups, such as Manitoba New Professionals continued to plan and promote activities designed to advance Truth and Reconciliation, while ensuring relevance to new public servants.

From July 2016 to June 2017, IPAC Manitoba organized or partnered on seven events dedicated to Truth and Reconciliation. The events were free and open to IPAC members, non-members, public servants and the public to encourage sharing and learning across groups. Collectively, over 650 people engaged in dialogues on justice, child welfare, education, data, relationships, and economic development.

The New Professionals in North West Territories, in addition to the informative events they hosted, had a primary focus on moving forward with a mentorship program; this meant expanding and evaluating.

Outreach to the new Nunavut Regional Group was

offered to support the building of their own NP Committee, and the offer of inclusion in the IPAC-NWT Mentorship Program was extended. Victoria, BC New Professionals were able to secure corporate sponsorship for after-work “mixers” at a local establishment. The purpose was to facilitate informal networking and to help NPs build their skillset. This year, the chapter hosted five sessions, featuring a senior-level speaker on topics relevant to NPs across levels of government. This, in addition to other networking events, has led to a sustainable NP subcommittee that is poised for action next year.

## Workshops & Digital Renewal

In addition to the regional events we continued to build momentum with the success of the NP workshops in Winnipeg, Toronto, Montreal as well as our National Capital Region.

Our members were also integral into a number of IPAC initiatives, beyond the NP portfolio. This approach is particularly important to our work as we ensure that the NP perspective is an integral part of IPAC offerings. This integrated approach is becoming more prevalent in our regions across the country; Saskatchewan, Edmonton and Manitoba for example, as well as the work at the national level. Our members were a part of the IPAC web renewal team as well as the social media strategy.



2016 Promising New Professionals Award Winners  
Left to Right: Ms. Shelby Enevoldsen, Compliance Auditor, Saskatchewan Ministry of Environment.

## Committee Members

- Scott Duff
- Laura Freeman
- Joy Goertzen
- Brent Herbert-Copley
- Paul LaFleche
- Lisa Nye
- Ed Sajecki
- John Wilkins
- Jennifer Kroeker-Hall
- Paula Gallagher

## Re-Brand Initiative

We are particularly proud of the engagement led by sub-committee members from Saskatchewan (Katie Chesterton), North West Territories (Shannon Crawley) and Victoria (Julia Diamond), to re-brand the New Professionals Committee. The IPAC National New Professionals (NP) Committee was tasked with leading the engagement, consultation, and development of recommendations to re-brand the “New Professionals” category and Committee (referred to broadly as the “NP network”). The intention was to better reflect the NP membership and offer awareness of the NP network to a broader demographic. Guiding principles in this process were inclusivity, authenticity and appropriate stakeholder engagement. We will launch the new brand in August 2017 at the Annual National Conference in Charlottetown, Prince Edward Island.

## Moving Forward

We are excited about the potential and possibilities that a new brand, with a new vision for an inclusive community of new professionals holds for us. It is with great anticipation that we look to our inclusive future with students, new professionals, new public servants and those who will incite innovation and renewal in the public service across Canada.

As always, the opportunity to work with the National Board, National Office, with the view of representing those in public administration for less than 5 years, has been a rewarding experience.

Although our two year mandate with the National Board has come to a close, we look forward to seeing the continued evolution of the new professional community of IPAC. We are confident that through IPAC, those new to public administration will gain the network and tools they need in order to contribute to public service excellence across Canada in the years to come!

### Carla Johnson and Maria Belen

National Co-Chairs, IPAC New Professionals Network

# Treasurer's Report

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 2016 year-end, and an indication of the financial status of the organization for the coming year. Audited statements for IPAC's 2016 fiscal year are included in this report along with the unqualified auditors report.

IPAC, through leveraging partnerships and focussing on its strengths and strategic goals, has ended the 2016 year with a surplus. IPAC now has a six year record of surpluses, clearly demonstrating the results of its effort to achieve fiscal sustainability. The successes in the year include a partnership with the Ontario Chamber of Commerce and KPMG to bring the Commissioning Academy and Commissioning Bootcamps to the Canadian Public Service as well as completing the project with Deloitte for the Trinidad and Tobago government. The 2016 Annual Conference in Toronto was also a great success, being well attended and addressing the topics and issues relevant to today's public servant. Continuing the strategy of diversification of revenue and management of headcount to programs in 2016 allowed for a surplus without a new large DFATD project (included in the budget). Reviewing expenses, one of the largest variances below budget was the salaries line. This was achieved through careful management of human resources. As well, the administration expenses were lower than budgeted due to a partial recovery of a previous bad debt, demonstrating the strong financial controls and processes. IPAC is also working towards further diversification of programs as well as securing additional International partnership contracts. This should contribute to a revenue growth in future years. IPAC's strengthened and continued focus on the public service in Canada including aboriginal governance, recruitment and retention, commissioning and new public servants, demonstrates the emphasis placed on relevance to its members. With your ongoing support

the Institute will continue to flourish as a financially sustainable, significant organization. I would like to take this opportunity to thank our Finance and Risk Assessment Committee and the Audit Committee for their support and commitment. I would also like to thank the management and staff of IPAC for their leadership, commitment and prudent management of resources.



**Kent Campbell**  
Treasurer

## Finance and Risk Assessment Committee

- David Morhart
- Gilles LeVasseur
- Jim Engel
- Penny Ballantyne
- Lucie Robitaille
- Michelle Snow

## Audit Committee

- David Morhart
- Jim Cassimatis
- Penny Ballantyne
- Glynnis French
- Lucie Robitaille





Financial Statements

The Institute of Public Administration of Canada

December 31, 2016

# Contents

	<b>Page</b>
Independent Auditor's Report	1 - 2
Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Fund Balances	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 11

# Independent Auditor's Report

To the Members of  
The Institute of Public Administration of Canada

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, 2016 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, 2016 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, 2016 include budgeted amounts which are unaudited.



Toronto, Canada  
May 23, 2017

Chartered Professional Accountants  
Licensed Public Accountants

**THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA**  
**Statement of Financial Position**  
**As at December 31, 2016**

---

<b>Assets</b>		
	<u>2016</u>	<u>2015</u>
<b>Current Assets</b>		
Cash	\$ 895,201	\$ 401,236
Accounts receivable	428,046	568,773
Prepaid expenses and other current assets	<u>80,489</u>	<u>53,411</u>
	<b>1,403,736</b>	<b>1,023,420</b>
<b>Non-Current Assets</b>		
Property and equipment (Note 3)	<u>15,761</u>	<u>8,166</u>
	<b>\$ 1,419,497</b>	<b>\$ 1,031,586</b>
<b>Liabilities and Fund Balances</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities (Note 4)	\$ 529,615	\$ 392,257
Deferred revenue (Note 5)	471,913	294,780
Gratuity pay liability (Note 6)	<u>7,488</u>	<u>7,488</u>
	<u>1,009,016</u>	<u>694,525</u>
<b>Fund Balances (Note 2(a))</b>		
Sustainability Fund (Unrestricted)	394,720	328,895
Investment in property and equipment	<u>15,761</u>	<u>8,166</u>
	<u>410,481</u>	<u>337,061</u>
	<b>\$ 1,419,497</b>	<b>\$ 1,031,586</b>

Approved on behalf of the Board of Directors

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA**  
**Statement of Operations**  
**For the year ended December 31, 2016**

	2016 <u>Budget</u> (Unaudited - Note 11)	<b>2016</b> <u>Actual</u>	2015 <u>Actual</u>
<b>Revenue</b>			
Subscription and sales	\$ 84,500	\$ 88,038	\$ 95,874
Contributions and service agreements (Note 7)	130,000	75,000	100,000
Research projects	94,000	157,432	136,046
Other conferences and workshops	200,000	227,643	219,401
Annual conference	535,000	667,509	462,738
Membership fees	465,000	468,066	533,360
Other income	125,000	194,299	125,902
Other international funding	540,000	529,424	701,011
GAC program and funding	750,000	-	673,901
	<u>2,923,500</u>	<u>2,407,411</u>	<u>3,048,233</u>
<b>Expenses</b>			
<b>Operating expenses</b>			
Honours and awards	23,300	15,142	21,802
Publications	78,000	81,362	90,219
Research projects	52,500	59,409	87,363
Other conferences and workshops	141,250	182,392	143,205
Annual conference	435,000	544,399	355,445
Regional groups and membership services	35,000	19,195	25,552
Other international projects	329,400	293,948	355,900
GAC placements and missions	574,643	-	673,963
	<u>1,669,093</u>	<u>1,195,847</u>	<u>1,753,449</u>
<b>Administration expenses</b>			
Amortization of property and equipment	8,000	8,583	9,642
Board committee	4,000	3,707	5,307
Other administrative expenses	97,600	57,814	186,877
Rent, caretaking and utilities	180,118	208,386	208,130
Salaries, wages and benefits	961,450	859,654	840,994
	<u>1,251,168</u>	<u>1,138,144</u>	<u>1,250,950</u>
	<u>2,920,261</u>	<u>2,333,991</u>	<u>3,004,399</u>
<b>Excess of revenue over expenses</b>	<u>\$ 3,239</u>	<u>\$ 73,420</u>	<u>\$ 43,834</u>

**THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA**  
**Statement of Changes in Fund Balances**  
**For the year ended December 31, 2016**

	Sustainability Fund			Investment in property and equipment			Total		
	2016 <u>Budget</u> (Unaudited - Note 11)	<b>2016</b> <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Budget</u> (Unaudited - Note 11)	<b>2016</b> <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Budget</u> (Unaudited - Note 11)	<b>2016</b> <u>Actual</u>	2015 <u>Actual</u>
Fund balances, beginning of year	\$ 328,895	\$ <b>328,895</b>	\$ 280,427	\$ 8,166	\$ <b>8,166</b>	\$ 12,800	\$ 337,061	\$ <b>337,061</b>	\$ 293,227
Excess of revenue over expenses	3,239	<b>73,420</b>	43,834	-	-	-	3,239	<b>73,420</b>	43,834
Amortization	8,000	<b>8,583</b>	9,642	(8,000)	<b>(8,583)</b>	(9,642)	-	-	-
Purchase of property and equipment	<u>(10,000)</u>	<u><b>(16,178)</b></u>	<u>(5,008)</u>	<u>10,000</u>	<u><b>16,178</b></u>	<u>5,008</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Fund balances, end of year</b>	<u>\$ 330,134</u>	<u>\$ <b>394,720</b></u>	<u>\$ 328,895</u>	<u>\$ 10,166</u>	<u>\$ <b>15,761</b></u>	<u>\$ 8,166</u>	<u>\$ 340,300</u>	<u>\$ <b>410,481</b></u>	<u>\$ 337,061</u>

See accompanying notes to the financial statements.

**THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA**  
**Statement of Cash Flows**  
**For the year ended December 31, 2016**

---

	<b>2016</b>	2015
	<b><u>Total</u></b>	<u>Total</u>
<b>Operating activities</b>		
Excess of revenue over expenses	\$ 73,420	\$ 43,834
Amortization of property and equipment	<u>8,583</u>	<u>9,642</u>
	<b>82,003</b>	53,476
 Changes in non-cash working capital items		
Accounts receivable	<b>140,727</b>	240,523
Prepaid expenses and other current assets	<b>(27,078)</b>	46,007
Work-in-progress	-	83,351
Accounts payable and accrued liabilities	<b>137,358</b>	(195,280)
Deferred revenue	<b>177,133</b>	<u>(275,956)</u>
	<b>510,143</b>	<u>(47,879)</u>
 <b>Financing activities</b>		
Due from the Institute of Public Administration of Canada Endowment Fund	<u>-</u>	<u>1,968</u>
 <b>Investing activities</b>		
Purchase of property and equipment	<u>(16,178)</u>	<u>(5,008)</u>
 <b>Net increase (decrease) in cash</b>	<b>493,965</b>	(50,919)
 <b>Cash, beginning of year</b>	<u>401,236</u>	<u>452,155</u>
 <b>Cash, end of year</b>	<b>\$ 895,201</b>	<b>\$ 401,236</b>

# THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

## Notes to the Financial Statements

### Year ended December 31, 2016

---

#### 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 the Financial Statements**  
**Year Ended December 31, 2016**

---

**2. Summary of significant accounting policies (continued)**

**Membership fees**

The term of individual membership and institutional partnership fees is on a rolling annual basis. Any individual membership fees and institutional partnership fees received for the subsequent year are deferred to the following fiscal year. This is a change in accounting policy for the term of the institutional partner's membership fees as the offerings for the institutional partnership fees has changed in fiscal 2016 to correspond with a rolling annual basis.

**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.

**a. 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.

**b. 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.

**c. Foreign currency translation**

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.

**d. 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, accounts payable, and gratuity pay liability. The Institute's financial instruments are initially measured at fair value and subsequently at amortized cost.

**e. 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.

**f. 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 the Financial Statements**  
**Year Ended December 31, 2016**

**3. Property and equipment**

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net 2016</u>	<u>Net 2015</u>
Computer equipment	<u>\$ 345,750</u>	<u>\$ 329,989</u>	<u>\$ 15,761</u>	<u>\$ 8,166</u>

**4. Accounts payable and accrued liabilities**

Included in accounts payable and accrued liabilities are government remittances of \$35,503 (2015 - \$15,108).

**5. 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>2015</u>	<u>Received</u>	<u>Recognized</u>	<u>2016</u>
Annual conference	\$ 250	\$ 135,825	\$ 136,075	\$ -
Leadership conference	51,070	58,015	51,070	<b>58,015</b>
Membership fees	134,142	572,260	468,066	<b>238,336</b>
Corporate partnerships	16,250	80,100	76,350	<b>20,000</b>
CPA funding	10,000	36,500	11,500	<b>35,000</b>
Trinidad and Tobago funds	83,068	64,803	67,309	<b>80,562</b>
Ontario Ministry NDM	-	15,000	-	<b>15,000</b>
Ontario grant	-	<u>100,000</u>	<u>75,000</u>	<b>25,000</b>
Total	<u>\$ 294,780</u>	<u>\$ 1,062,503</u>	<u>\$ 885,370</u>	<u>\$ 471,913</u>

**6. 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, 2016 (2015 - \$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, \$19,286 (2015 - \$22,198) in contributions were made to the pension plan and the expense was included in salaries, wages and benefits.

**7. Contributions and service agreements**

	<u>2016 Budget (Unaudited – Note 11)</u>	<u>2016 Actual</u>	<u>2015</u>
Manitoba	\$ -	\$ -	\$ 10,000
Ontario	100,000	<b>75,000</b>	100,000
Quebec	<u>30,000</u>	<u>-</u>	<u>30,000</u>
	<u>\$ 130,000</u>	<u>\$ 75,000</u>	<u>140,000</u>

**THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA**  
**Notes to the Financial Statements**  
**Year Ended December 31, 2016**

---

**8. 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.

**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 March 31, 2016 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 \$2,222,843.

**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.

**9. 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.

**10. Allocation of expenses**

Salary and overhead expenses in the amount of \$Nil (2015 - \$213,919) have been charged to the GAC placement and missions expense in the GAC Fund.

**11. 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.

**THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA**  
**Notes to the Financial Statements**  
**Year Ended December 31, 2016**

---

**12. 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, 2016, the allowance for doubtful accounts is \$8,380 (2015 - \$76,554). 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.

**13. Operating line 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, 2016, the outstanding balance for the operating line of credit was \$Nil (2015 - \$Nil).

# 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 19 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

Catherine MacQuarrie, Senior Executive in Residence, Indigenous Government Programs

## Board of Directors

David Morhart, President

Penny Ballantyne , Immediate Past President

Lucie Robitaille, 1st Vice-President and President Elect

Kent Campbell , National Secretary-Treasurer, Chair, Finance And Risk Assessment Committee And Audit Committee

Dr. Gilles Levasseur, Chair, Research And Professional Practices Committee

Robert P. Shepherd, President, Cappa

Maria Belen, Co-Chair, New Professionals Committee

Carla Jeanne Johnson, Co-Chair, New Professionals Committee

Laurie Leblanc, Chair, Committee on Domestic and International Programs

Laura Duncan, Member-At-Large

Kelly Gillis, Members-At-Large

Marc Léger, Special Advisor to the Board

Lana Loughheed, Special Advisor to the Board

Paula Gallagher, Special Advisor to the Board

Michelle H. Snow, Regional Group Council Representative

Lisa Nye, Regional Group Council Representative

Marlyne Casey, Regional Group Council Representative

Scott Duff, Regional Group Council Representative

Jean-Sebastien Blais, Regional Group Council Representative

Janice Pettit, Regional Representative Responsible For Ac2017

# The Institute of Public Administration of Canada

401-1075 Bay Street,  
Toronto, ON M5S 2B1

+(416) 924 8787  
ntl@ipac.ca  
www.ipac.ca

