

The background of the entire page is a vibrant green color. At the top, there are several large, detailed images of yellow-green leaves with serrated edges, overlapping each other and extending towards the right side of the frame. The leaves are brightly lit, showing clear vein patterns.

# VISION 2020

IPAC's Strategic Plan 2015-2020

## Our 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.”*

## Our 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.”*

# Building Greater Relevance

As a membership-based organization, IPAC must enhance and maintain relevance for its members and actively engage to attract new members. IPAC must also demonstrate continued relevance for its partners including:

- all orders of government (federal, provincial, territorial, municipal and aboriginal);
- academia and academic institutions;
- NGO's and the private sector; and,
- International partners and countries.

For all lines of business and services, IPAC must continuously be asking: Is this of value and important to our members? For all lines of business, consideration will also be given to our agreed upon **priority theme areas** which include:

- Leadership
- Policy Innovation
- Ethics & Values
- Recruitment & Retention
- Aboriginal Governance

**1.** By enhancing relevance and value, IPAC will grow its membership base (with established targets) and will develop strategies to retain members. To support membership growth and value, IPAC will regularly seek the views of members and partners (e.g., through annual membership surveys) and will use this information to validate strategic directions and will adjust its programs and services to ensure value (with communications back to members). IPAC will work at both a national and regional level to deliver programs in support of our priority theme areas.

IPAC will target and market to non-members and will undertake a cost benefit analysis of alternative ways of providing incentives to first time members; access to exclusive events at reduced rates for members; consistency for regional event fees and develop new approaches for automatic renewal of memberships.

**2.** IPAC will enhance networking opportunities including:

\* Enhancement of existing and new relationships, both formally and informally. Examples of partners in this 'network web' would include: Clerks across Canada at FPT level, CAOs at the municipal level, Aboriginal governments, academia, private sector, and international governments and organizations.

\* Development of new approaches to networking such as the building of 'communities of practice', using innovative ways to connect members with each other as well as others in the public sector community, and enhancing the networking role of those on our national board, committees, and regional groups.

## Enhanced Services to Members

In order to maintain relevance and value to its members and partners, IPAC must develop and deliver programs and services that support excellence in public administration in Canada that are recognized globally. For all lines of business, consideration will also be given to our agreed upon **priority theme areas** which include:

- Leadership
- Policy Innovation
- Ethics & Values
- Recruitment & Retention
- Aboriginal Governance

**1.** IPAC will build a stronger digital presence that incorporates a new web-based approach to communicating and delivering services to members. This would include a redesigned, user-friendly, and dynamic website; enhanced use of social media; and national office support for the technology and digital needs of regional groups and all members. This will be one of the vehicles for 'branding' the organization.

**2.** IPAC will develop a stronger and more collaborative relationship between the National Board of Directors, Regional Groups and the national office including greater clarity around respective roles and responsibilities. This will also include the identification of the programs and services that national office can provide to regional groups and the RGC (such as those services that will arise from the Digital Presence strategy); the ways and means of communicating with members including surveys to ensure relevance; and the expectations of the Board of Directors on how regional groups and RGC should provide input and support the national objectives of IPAC.



## ***Enhanced Services to Members continued...***

**3.** IPAC will develop and deliver targeted and dedicated programs and services to meet the needs of New Public Servants. IPAC will also regularly survey new public servants to better understand their needs and interests and share the results broadly with our members, partners and other interested parties. These elements will feed into and support other strategic objectives around membership growth, marketing and enhanced web presence.

**4.** IPAC will review and adjust its research programs and services with the lens of maximizing the relevance and utilization of these efforts for members and partners with an eye to our priority theme areas. The review will include an examination of research products such as the Canadian Public Administration journal as well as the Public Sector Management magazine. To support excellence in public administration, IPAC will also enhance its role of filtering and disseminating knowledge to members, partners and the broader public sector (somewhat of a clearing-house). This will include the dissemination of best practices in public service; case studies; innovation and excellence in public service; and the dissemination of relevant research emanating from research in public administration and from academic institutions (particularly around the linkages between theory and practice).

**5.** IPAC will review and adjust its domestic and international programs and services with the lens of maximizing the relevance and utilization of these efforts for members and partners. In particular, IPAC will focus on promoting and sharing Canadian expertise and experience in public administration. IPAC will also examine its existing approach to business development (proposal development and bidding) particularly in the international sphere to ensure relevance to members and meet the objective of fiscal sustainability for IPAC overall.

## ***A Strong and Sustainable Fiscal Foundation***

**1.** In addition to traditional approaches, IPAC will 'tap' into the resources, skills and talent of our members and partners to assist in the development and delivery of programs and services. This will include greater involvement of individual members through regional groups; federal, provincial, territorial, municipal and aboriginal governments; private sectors partners and supporters of IPAC; and academic institutions and students in public administration. Examples of how resources may be accessed include: secondments and exchanges from all levels of government, academic or private partners; case competitions which draw upon our membership and its talent (for example, a 'competition' to design the new website) and securing direct funding from partners (example for specific research initiatives).

**2.** IPAC will develop analytical tool(s) for staff, the Board and Committees to better assess the costs and benefits of new and existing services, programs and projects. IPAC will identify and secure required resources for proposed programs and services in advance of implementation.

**3.** IPAC will grow its institutional partnerships as an important foundation to financial security and partnership development.