



NATIONAL PRESIDENT'S REPORT 2000-2001

It is just eight short months since our last Annual General Meeting and our very successful Ottawa annual conference with its record attendance of 630 registrants. But it has been a good eight months. Buoyed by the Ottawa experience, we have moved forward on all fronts, research, member services, and international programs. Membership is up. Our financial situation continues to improve. On the administration front we have completed the integration of the business plan with the budget.

SURVEY OF SENIOR OFFICIALS

The Institute's agenda is based, in part, on a biennial survey of regional groups, deputy ministers and chief administrative officers of major municipalities on the major issues facing public sector organizations over the next three years. The results of the fall 2000 survey will be included in the next issue of Public Sector Management. The results identified three priority issues driving the public sector management agenda; renewing the human resource dimension of the public sector: enhancing service delivery; and improving performance measurement and accountability. The dominant issue by far is the renewal of the human dimension of the public service including:

- Recruitment, retention, succession planning;
- Training, organizational learning and knowledge management;
- Leadership development;
- Values and ethics;
- Building a healthy, representative, people-centred workplace; and
- Using technology to improve organizational performance.

In this report I will review the highlights of our activities in relation to the three identified priorities. You will see that IPAC is well positioned.

THE HUMAN RESOURCE DIMENSION

IPAC's Rediscovering Public Service project continues to evolve in response to the priority of public sector human resources. Following publication of the Kernaghan Report, "Rediscovering Public Service: Recognizing the Value of an Essential Institution" and Sandford Borins' analysis of employee recognition programs, IPAC has

- a) released at its 2000 annual conference a well-received video on public service called, *24/7 Canada's Public Services*;
- b) held a well-attended session on "Rediscovering Public Service" at the Ottawa conference last year;
- c) presented a paper on "Pride and Performance in Public Service" at the 2000 conference of the International Institute of Administrative Sciences (IIAS). The paper has appeared in the IIAS journal, *The International Review Of Administrative Sciences*, Spring 2001 edition;

- d) in relation to pride and performance, prepared the section on “Low Public Respect” for the new World Bank website on administrative and civil service reform found at www1.worldbank.org/publicsector/civilservice/index.html; this page is the third most popular on this large website.
- e) published *Government Restructuring And Career Public Service In Canada* edited by Evert Lindquist;
- f) published with the Canadian Centre for Management Development (CCMD) *Managing Publicly* by Henry Mintzberg and Jacques Bourgault, which focuses on the unique competencies required to manage in the public service; and
- g) encouraged the involvement of new public servants in its activities .

The Institute will build on the “Rediscovering Public Service” initiative during 2001 through a project called “Making Government the Best Place to Work”. This project will focus on practical “best ideas” that have emerged in the past few years on managing human resources. Focussing on issues of recruitment, retention, and making the transition to a “learning organization”, this research undertaking will produce an HR “handbook” specifically tailored to the needs of senior public servants. IPAC is also continuing its efforts to develop an enhanced public service week to focus on the involvement of all levels of government “working together” across the country as well as building in the participation of the private sector.

Members who attended the 2000 conference in Ottawa will recall the special attention paid to “youth” at the conference. You may also recall that during the President’s Banquet, I stressed that I wanted to pursue this focus during my year as President. In that regard, I have been delighted to work with a group of new professionals from the government of Ontario who were sufficiently inspired to decide to mount a national conference from the perspective of new public servants. This exciting national event, which has the full support of IPAC, but that is being organized entirely by an enthusiastic group of public service interns and recently graduated interns is scheduled for October 22 and 23, 2001 in Toronto.

ENHANCING SERVICE DELIVERY AND IMPROVING PERFORMANCE MEASUREMENT AND ACCOUNTABILITY

In relation to the two other priority issues, IPAC has several initiatives. In 2000 IPAC undertook the management of the 2000 round of the Citizen’s First survey. All provinces, the federal government, Yukon Territory and the cities of Montreal, Toronto and Vancouver supported the survey, demonstrating how helpful IPAC can be in managing intergovernmental projects. Over 60,000 questionnaires were sent across Canada asking citizens what they thought of government services. Among the key findings:

- Canadians give their federal, provincial and municipal governments higher ratings overall for service quality than they did two years ago though ratings for individual services have moved up and down.
- Some government services such as fire departments, libraries, museums and old age pensions outperform a wide range of private sector services.
- The Canada Customs and Revenue Agency now outperforms major Canadian banks in service satisfaction.
- There are five elements which are key to satisfying Canadians with government service – timeliness, knowledgeable and competent staff, courtesy, fairness, and a good outcome.

The study report concludes that governments should work together and use the findings to improve service to Canadians by focussing on such issues as client needs, access and intelligent



use of the Internet. We expect to have copies of the summary report available by the middle of May with the release to the press to take place the following week. The summary report as well as the full report in both official languages will appear on the IPAC website www.ipaciapc.ca

Building on this initiative, IPAC has proposed a survey of Single-Window Services offered by governments and the offer has been taken up by a dozen government agencies. The questionnaire will go into the field shortly with results expected in the fall.

In terms of publications relating to these two priorities, we published with CCMD *The New Public Organization* by Kernaghan, Marson and Borins. The book along with *Managing Publicly* by Mintzberg and Bourgault was favourably reviewed in the *Globe and Mail*. It has sold at a brisk pace and we are anticipating an early reprint. The French version of the book will be available later this month. We will soon be publishing *Business Planning in Canada: A Review* by Bernier and Potter in the New Directions Series. All publications in this Series are sent to members free-of-charge.

Other important programs of the Institute include regional group events, the annual conference, the journal *Canadian Public Administration / Administration publique du Canada*, the magazine *Public Sector Management* and the IPAC Award for Innovative Management.

AWARDS

Precisely 100 entries were received for the 2001 IPAC Award for Innovative Management on the theme "Developing the Public Service of Tomorrow". The winners will be announced at the Wednesday luncheon. The top three in no order of priority are: Government of Nunavut; British Columbia Ministry of Small Business, Tourism and Culture; and Alberta Public Service, Deputy Minister's Council. I would like to thank the award sponsors, PricewaterhouseCoopers and IBM Canada as well as the 2001 jury, Bryan Davies (Chair), Luc Bernier, Nick Mulder, Julian Nowicki, and Judy Rogers. An executive summary of each of the submissions can be found on the IPAC web site.

The 2000 Vanier Medal was awarded to H. Ian Macdonald, President Emeritus of York University and a former Ontario deputy minister. Named after the former Governor General, the Right Honourable Georges P. Vanier, the medal is awarded annually by IPAC to a person who has made a significant contribution to public administration. The 2001 Vanier Medal recipient will be announced at the Tuesday evening banquet. There are Lieutenant Governor or similar awards in eight provinces. Added to this list in 2001 is the Lieutenant Governor's Award for Excellence in Public Administration in New Brunswick.

RESEARCH AND PUBLICATION

One of the priorities in the business plan for 2000 was to review our research and publication activities to ensure that there was a balance between academic and practitioner interest. As a result we have launched three new study teams. They are as follows:

- a) Auditor General and the Future of Accountability (Director: Professor Danielle Morin, Hautes Études Commerciales);
- b) Canada's Administrative Styles: A Provincial Comparison (Director: Michael Howlett, Simon Fraser University); and
- c) The Administration of Canada's External Relations (Directors: Professors Nelson Michaud and Luc Bernier, ÉNAP)



These study teams complement the surveys already mentioned and the research project on making government the best place to work. Also underway is a research project "Members of Parliament and Information and Communication Technologies" being carried out in conjunction with the Canadian Centre for Management Development. There are several other research projects in various stages of development.

In terms of publications I would like to acknowledge Editor Allan Tupper and Associate Editors Mohamed Charih and Sharon Sutherland for their exceptional contribution to our flagship journal, *Canadian Public Administration*. I would like to congratulate Danielle Morin for winning the 2000 Roland Parenteau Award for the best French-language article appearing in the journal. The article is entitled "La vie après un mission de verification de l'optimisation des ressources : le point de vue des gestionnaires." Michael Howlett is the winner of the 2000 Ted Hodgetts Award for the best English-language article on "Managing the 'hollow state': procedural policy instruments and modern governance." Both articles appeared in the Volume #43 Winter 2000 issue of the journal. Members will have noted that the companion magazine, *Public Sector Management*, has been revamped in the past year and new features added.

With respect to other publications I have already noted the successful publication (in both languages) of *The New Public Organization* and *Managing Publicly*. Appearing soon will be *The Co-op Alternative: Civil Society and the Future of Public Services* by John Restakis and Evert Lindquist.

INTERNATIONAL ACTIVITIES

IPAC's international program aims to promote principles of good governance and public administration at a variety of levels in developing countries or countries in transition to market economies. In helping foreign countries in their efforts towards sustainable public sector reform, the Institute works to improve the managerial, technical and administrative capacities of those governments in order to increase their ability to promote economic, social and democratic development.

IPAC delivers the international program through a variety of means, such as short-term placement of Canadian advisors, study tours, training or internships, conferences, roundtables, seminars, and document exchanges. It employs a unique approach by creating a practitioner-to-practitioner relationship between the client government public servants and public service counterparts or IPAC members in Canada. Client individuals or entities are appropriately matched and partnered with ones in Canada in a supportive, technical and advisory role so that ownership of the project resides with the client government. Not only does this maximize capacity building and retention in the host country, but it also provides that country with access to contemporary, operational material used by a modern government.

The Institute gratefully acknowledges the unparalleled dedication of the "volunteers" and members who carry out the projects, host foreign delegations, share expertise and materials, and who offer their time and experience for the benefit of the Institute and its international partners. These volunteers and members are unpaid senior practitioners who have full-time jobs in one of the three levels of government in Canada. The Institute is equally grateful to the Canadian International Development Agency (CIDA) for funding it provided to IPAC to execute a number of projects around the world.

I do not propose to go into much detail on our international activities which have grown significantly over the past year. There is a 16-page annual international report that is available at the Annual General Meeting that will be placed on the IPAC website. The report indicates the nature of the projects and the results that have been achieved to date. I will mention a few highlights, however, of our efforts abroad.



Three contracts expired on March 31, 2001 for China, for Lithuania, and for the International Cooperation Program which enabled us to conduct projects in the Philippines, Indonesia, Uganda, Malawi, Namibia, Trinidad and Tobago and with our counterpart organization, in Africa, and for the Commonwealth. But we will be building on these projects in the coming years. We are close to signing new contracts for a Phase II of the China Public Policy Options Project and the Lithuania Public Administration Reform Project. The China project is a 50/50 partnership with the Conference Board of Canada. We are at present negotiating a four-year renewal of the International Co-operation Program with the Partnership Branch of CIDA to include a new social development component in addition to the current governance component. Featured at this conference is a session on IPAC decentralization project in Indonesia on one-stop shops carried out under the contract that has just expired.

IPAC recently launched a new four-year program, the Canada-South Africa Provincial Twinning Project. In this project six Canadian provinces (British Columbia, Alberta, Saskatchewan, Manitoba, Ontario and New Brunswick) are twinned with six South African provinces. The goal is to help South Africa strengthen its capacity to provide good governance that will contribute to the effective and efficient delivery of government services. In fact the first meeting of the program's Steering Committee will be held here in Edmonton following the conference. There are several participants here from South Africa as well as Indonesia. I hope you will have the opportunity to make their acquaintance and make them feel welcome.

Overall, our projects have built public administration capacity and experience in a number of areas such as, to name but a few: human resources and performance management in Malawi; government decision-making through strategic planning, policy analysis and central agency reform in Lithuania; environmental and public health protection in Trinidad; coastal resource management in the Philippines; one-stop shops in Indonesia; occupational health and safety and water services management in China; green house gas emission tracking in Ukraine; awards programs for the Commonwealth equivalent of IPAC; governance and conference delivery in our African counterpart; and, not to forget our own learning here at home, Canadian civil servant ability to translate our experience to another setting.

It is with a deep sense of appreciation and some regret that I announce that our Director of International Programs, Mary Shenstone, has completed her two-year secondment at IPAC and is returning to the Ontario Government. I note with satisfaction that she is returning with a well-deserved promotion. Thank you Mary for your enormous contribution to the development of the international program. In the same vein I would like you to welcome Lynn Minja, on secondment from the Government of Saskatchewan, as IPAC's project manager for the South Africa program. Also present at the conference is Peter Melnychuk, Project Manager for the IPAC Canada/Ukraine Environmental Co-operation Project. This three-year \$1.3 million project is developing a Ukrainian climate change strategy and management structure so that Ukraine can comply with international environmental standards. Peter is here on home turf. He is a retired Alberta Deputy Minister of Environment.

REGIONAL GROUPS

As Mary Gusella pointed out last year, there are approximately 150 regional groups events per year, too many to relate in a short report. However I thought that I would mention a few highlights that have taken place that pertain to the priority issues identified in the survey of senior officials.

In terms of the human resource dimension of the public service, the Regina Regional Group pioneered several years ago a mentoring program called "Young Public Servant for a Day". The program reaches about 100 students in grades 11 and 12. The program is very successful and the competition to become involved is significant but the program is labour intensive. The Group intends to continue the program but is looking at how it can bring young professionals and students into the public service and how to keep them.



The Montreal Regional Group has picked up the idea of “Public Servant for a Day” and began two years ago with 30 students. The popularity of the program has developed quickly and in the past year more than 250 students were involved. The program includes students at the secondary level in conjunction with school teachers, the Commission Scolaire Montréal and public servants. The Government of Québec provides support.

Several Regional Groups focused on service delivery and performance management and accountability. The Yukon Regional Group hosted a full day workshop on “Citizen-Centred Service Delivery: Working Together in the New Millennium”. It was attended by 82 participants, a record attendance for the Yukon Group. Guest speakers included IPAC Past Presidents, Brian Marson and Art Daniels.

The title of the Manitoba Annual Forum was “Governance with Foresight”. The forum dealt with the themes of performance measurement, performance reporting and performance indicators. The keynote speaker was Nick Manning of the World Bank. More than 250 persons attended the forum.

MEMBER SERVICES

As you will hear in the Treasurer’s Report our financial situation has continued to improve. This has allowed us to give more attention to strategic investments to enhance services to members. We have decided to focus on improvements to the website since the internet is the principal vehicle for communication with and among members. The IPAC website is virtually unchanged since its inception in early 1997. However we do receive 50,000 hits per month with an average stay of about 10 minutes. We intend, among other things, to set up a web-based membership database, establish a “members only” section, provide online secure (credit card) transactions, provide opportunities for discussions among members on important issues as well as improve the website to reflect current events. Earlier in the year I sent an email to members asking for their input. I received some excellent responses from a number of members and these will be taken into account as we develop the enhancements.

On a sad note, I would like to inform you of the recent death of our President-Elect, Pierre de Celles who had previously served as National Treasurer. Pierre was President and Director-General of the École nationale d’administration publique. His passion was public administration and his great love was teaching it. In his memory IPAC is working on an award for teaching public administration. Details will be announced shortly.

I have many people to thank for the accomplishments of the past year especially all the volunteers who contribute to the Institute in regional groups, research and publication and in our international activities. I would like to mention the Chairs of the Committees of the Institute who contribute so much of their spare time to the work of the Institute.

Mary Gusella
Immediate Past President

Cynthia Williams
Vice-President & President Elect
Rediscovering the Public Service

Michael Jordan
Vice-President
Chair, International Programs Committee

Jocelyn Soulière
Treasurer and Chair, Finance and Audit Committee



Bonny Hoyt-Hallett
Secretary and Chair, Service to Members Committee

Allan Tupper
Editor, CPA Journal

Luc Bernier
Chair, Research and Professional Practices Committee

André Chenier
Chair, Communications and Technology Committee

Evert Lindquist
President, CAPP

Kathy Langlois
Chair, Vanier Medal Committee

Karen Maxwell
Friends of IPAC

Jim Rivait
Government Partnership

Caryl Arundel
New Professionals Initiative

I would also like to thank all other members of the Board who have worked together so productively. They are: Sue Bishop, France Desjardins, Diane Devonshire, Alphonsus Faour, Donald MacCormac, Joyce McDonald, Roger Ouellette, Ardath Paxton-Mann, Judy Rogers, Catherine Ryan, Susan Ryan, Gérard Séguin

Last, but by no means least, I would like to thank our Executive Director, Joe Galimberti, for his support and advice. My thanks to Joe and to all the National Office staff for their outstanding and tireless efforts during the past months. IPAC is an active and expanding organization and demands on all staff are high. On behalf of all members, I thank them all most sincerely.

Errol Price
President, 2000-2001





National Treasurer's Report, 2000-2001

A little more than three years ago the Board made a commitment to clear financial goals. These included: a) no operating deficit in 1998 with any surplus in 1998 to be applied to the accumulated deficit; b) no accumulated deficit by December 31, 2001 (later changed to 2000); and c) an ongoing "opportunity fund" of at least \$50,000 by December 31, 2003.

I am pleased to report that by December 31, 2000 we have exceeded all our goals. The surplus for 2000 was \$113,142 for an accumulated surplus of \$173,592 at December 31, 2000. As the Board proposed, we have split this amount into an accumulated reserve of \$86,796 and an opportunity fund of \$86,796.

I hope that you have had the chance to peruse the 2000 financial statements. If so, you will notice that the 2000 conference in Ottawa made a significant contribution to our financial health last year. In addition, our work on the Citizens First Survey supported some of the costs associated with salaries and overheads.

I look forward to responding to any questions.

Jocelyn Souliere
National Treasurer, 2000-2001



National Secretary's Report, 2000-2001

It has been a privilege to serve as National Secretary of the Institute of Public Administration of Canada (IPAC) for the past year and to participate as a member of the Executive Committee and to chair the Service to Members Committee (SMC). The commitment and dedication of the Service to Members Committee to strengthening and improving services to our members and to ensuring a vibrant and effective network of regional groups is an important contribution to IPAC. Thanks also to Gabriella Ciampini and Joe Galimberti and all members of the national staff for their guidance and support.

The objective of the Service to Members Committee (SMC) is to maintain and strengthen regional groups and their relationship to the national body. This year's Service to Members Committee is, as in the past, a champion of strong collaboration and linkages between regional groups and the national body, and between the various committees of IPAC National. We have continued the work begun by previous chairs, among them Kathy Langlois, Karen Maxwell, Jim Hamilton and Jocelyn Soulière. Our on-going goal is to foster and promote collaboration in support of IPAC's commitment to excellence in public service.

Regional groups are a resource to each other and to national programs. In regional groups across the country, there are many innovative approaches to membership, recruitment and programming and partnership activities. Through our conference calls this year, many best practices have been shared. The quarterly conference calls we have held with Regional Group Chairs have been a rich source of new material for this report.

The Service to Members Committee has undertaken a variety of activities and strategies in support of IPAC's business plan and overall objectives.

Attracting Young Professionals and Students to IPAC

During the November 1999 Board Meeting, IPAC's national board agreed that, in order to remain vibrant, relevant and current, IPAC must move to attract new professionals and students to membership and involvement in IPAC. Caryl Arundel in her role of Executive has been developing a strategy for Young Professionals.

A subcommittee of the SMC provided leadership and coordination in developing a strategy to attract and provide appropriate services and programming to new public administrators and students. The subcommittee is comprised of members of the SMC and student and intern members. Initiatives are being discussed at the Board level. We are happy to report that the New Professionals Conference is planned for October 22 & 23, 2001 in Toronto.

The SMC developed and successfully implemented a plan to allow public administration interns in recognized internship programs across Canada to continue to pay the student fee of \$50/year for the duration of the internship. In addition, the terms and conditions of some negotiated provincial grants to IPAC include memberships for public administration interns.

Students continue to pay a reduced fee at the Annual Conference. As well, the Edmonton Organizing Committee has continued the practice started by the Ottawa Conference Organizers of holding a Breakfast with the Cabinet Secretary, Mel Cappe, for students and new professionals.

Performance Targets and Measurement - Business Plan

A second subcommittee of SMC has undertaken to assist committees of the Board in developing performance indicators that will give numerical and qualitative indicators of our success in achieving the goals and objectives of the business plan.

We are cognizant that any measures and data gathering required need to be simple and that the information derived must be useful and pass some “benefit-cost” tests. No one is interested in data gathering for its own sake! The Committee will be reporting in the fall to Board.

Information about and from Members, Non-members and Clients

A number of committees and programs of IPAC national have indicated they would like to consult members about satisfaction levels, programming and research needs, etc. Concern has been expressed that too many approaches to members, potential members and clients will lead to confusion, frustration or “consultation fatigue”.

SMC convened a small, ad-hoc group of representatives to prepare a strategy for gathering meaningful information from various target groups. The Ottawa Regional Group volunteered student resources to assist with implementing the strategy. As a result a Member Survey will be conducted during the summer with results expected by early Fall. The plans for this are to be shared with Board at the May meeting.

Policy for Access to IPAC Programs and Services

Once again IPAC is doing ground breaking work, since few NGOs have policies that might serve as a guideline for us. In regard to member access, we are looking for statement of principles that are consistent with IPAC’s values and may go so far as to ensure IPAC’s values statement encompasses our beliefs regarding inclusiveness and access.

The subcommittee spearheading this initiative has consulted with regional groups to develop a draft policy and the National Executive and Board will receive this in May.

Membership

Membership remains a key priority of the Board of Directors. The Board has continued to support activities designed to increase our membership base. Regional groups continue to receive a Membership Services payment once the group submits Membership Targets and Plans and an Annual Report. This payment, which is based on the number of members within the group, is in recognition of the groups’ recruitment and operational costs. To better support some of the smaller regional groups, the National Board continues to provide the option of new memberships in lieu of these payments.

Last year’s positive trends in membership statistics have continued. Of note,

- net membership grew by 7.9% per cent, for a total of 3,043 members as of December 31, 2000. This is the third consecutive year of net membership growth, following seven years of decline.
- 761 of these are new members, demonstrating the success of provincial partnership agreements and recruiting efforts by regional groups and national staff.
- Efforts to retain members remain successful, with a retention rate of 82%. Some of the members who chose not to renew had received their memberships as part of the registration fee for the Annual Conference. This does, however, represent a slight decline in year over year retention rates, since 84% of members were retained in 1998, with a historical retention rate of 83%. Clearly, we are making a steady climb but must continue to focus on remaining relevant to our current members.



- Detailed charts of membership statistics are attached. Charts 1 and 2 show membership by category and by regional group for December 31, 2000 and December 31, 1999 respectively. Chart 3 shows the 1999-2000 gains and losses, while Chart 4 shows new members. IPAC's business plan targets a membership of 3000 at December 31, 2000. With the efforts of regional groups and the national body, we have reached that goal!

IPAC Regional Group Excellence Award

The Service to Members Committee, in consultation with Regional Group Chairs, agreed to maintain the submission deadline date of the Regional Group Excellence Award for the year 2000. This means the winner will be selected after the Edmonton Conference. Therefore, a different venue is being explored, such as, awarding the winning regional group in their jurisdiction with the IPAC President and/or Executive Director being present for the presentation.

The Wes Black Trophy, a Kwakiutl carving, is awarded on an annual basis to a regional group according to the following criteria, revised in 1999:

Relevance of Regional Group Programming:

- To the local community, partners, governments and/or stakeholders
- To the IPAC's selected key issues
- To IPAC's Research and Publications programs

Membership:

- Opportunities for membership participation
- Recruitment, Retention and Special activities

Financial Performance:

How does the Regional Group enhance the financial viability of the group?

Governance:

Does the Regional Group

- hold elections?
- provide opportunities for participation at the executive level?

How Does the Regional Group Evaluate Its Performance?

Regional groups, their members and volunteers are, of course, IPAC's face across the country. I cannot close this report without drawing your attention to the dedication and effort of all regional group volunteers. These individuals manage membership recruitment and retention strategies, provide programming for members and non-members in their regions, allow for networking opportunities amongst public administration colleagues and participate in national initiatives. Strong, vibrant regional groups mean a healthy and relevant national body. The Service to Members Committee, together with the National Executive and Board strives to support these groups and their members to achieve our collective goal of excellence in public service.

Bonny Hoyt-Hallett
National Secretary, 2000-2001



MEMBERS AS OF DECEMBER 31, 2000											
CHART 1	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS	
CALGARY	2	15	12	6	2	3	3	0	0	43	
EDMONTON	6	232	9	11	5	3	7	0	0	273	
HAMILTON	3	10	44	14	11	3	5	0	0	90	
MANITOBA	11	85	21	6	23	5	15	0	0	166	
MONCTON	36	14	3	8	8	0	7	0	0	76	
MONTREAL	19	43	37	21	12	3	22	0	0	157	
NFLD	3	26	3	7	8	0	5	0	0	52	
FREDERICTON	27	170	9	6	2	0	4	0	0	218	
N.C.R.	236	35	14	21	29	18	36	1	0	390	
N.ONTARIO	0	5	7	1	0	0	1	0	0	14	
NS	17	48	12	15	76	3	7	0	1	179	
NBC	0	0	7	0	0	0	0	0	0	7	
PEI	8	3	0	4	0	0	5	0	0	20	
QUEBEC	8	91	9	17	5	1	14	0	0	145	
REGINA	7	113	7	11	3	5	8	0	0	154	
SWO	0	1	3	4	1	0	1	0	0	10	
TORONTO	43	260	76	25	19	15	77	0	1	516	
VANCOUVER	4	25	36	4	4	2	16	0	1	92	
VICTORIA	7	248	10	16	13	3	25	0	1	323	
YUKON	1	8	0	0	0	0	1	0	0	10	
FOREIGN	0	0	2	6	0	2	77	0	0	87	
NWT/NUNAVUT	1	13	2	0	0	0	1	0	0	17	
UNAFFILIATED	0	2	0	0	0	0	2	0	0	4	
TOTALS	439	1447	323	203	221	66	339	1	4	3043	



MEMBERS AS OF DECEMBER 31, 1999											
CHART 2	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS	
CALGARY	2	16	12	3	1	3	3	0	0	40	
EDMONTON	5	199	9	9	2	5	11	0	0	240	
HAMILTON	3	6	37	14	12	2	5	0	0	79	
MANITOBA	9	88	24	6	22	6	11	0	0	166	
MONCTON	23	8	4	9	15	0	5	0	0	64	
MONTREAL	39	44	55	21	10	3	27	0	0	199	
NFLD	4	17	3	6	0	0	5	0	0	35	
FREDERICTON	28	187	9	4	1	0	5	0	0	234	
N.C.R.	136	25	11	20	16	19	40	1	2	270	
N.ONTARIO	0	6	7	1	0	0	1	0	0	15	
NS	14	59	11	17	78	10	7	0	1	197	
NBC	1	0	10	1	0	0	0	0	0	12	
PEI	8	9	0	7	0	0	2	0	0	26	
QUEBEC	8	121	11	16	3	1	23	0	0	183	
REGINA	5	111	10	9	4	6	8	0	0	153	
SWO	0	1	5	5	1	0	3	0	0	15	
TORONTO	36	221	78	22	18	16	74	0	1	466	
VANCOUVER	3	24	34	2	6	2	15	0	1	87	
VICTORIA	7	163	9	14	16	4	27	0	1	241	
YUKON	0	8	1	0	0	0	1	0	0	10	
FOREIGN	0	0	2	6	2	2	70	0	0	82	
NWT/NUNAVUT	1	4	0	0	0	0	1	0	0	6	
TOTALS	332	1317	342	192	207	79	344	1	6	2820	



MEMBERSHIP GAINS AND LOSSES AT DECEMBER 31, 2000

CHART 3	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS	%
CALGARY	0	-1	0	3	1	0	0	0	0	3	7.0%
EDMONTON	1	33	0	2	3	-2	-4	0	0	33	12.1%
HAMILTON	0	4	7	0	-1	1	0	0	0	11	12.2%
MANITOBA	2	-3	-3	0	1	-1	4	0	0	0	0.0%
MONCTON	13	6	-1	-1	-7	0	2	0	0	12	15.8%
MONTREAL	-20	-1	-18	0	2	0	-5	0	0	-42	-26.8%
NFLD.	-1	9	0	1	8	0	0	0	0	17	32.7%
FREDERICTON	-1	-17	0	2	1	0	-1	0	-2	-16	-7.3%
N.C.R.	100	10	3	1	13	-1	-4	0	0	120	30.8%
N.ONTARIO	0	-1	0	0	0	0	0	0	0	-1	-7.1%
NS.	3	-11	1	-2	-2	-7	0	0	0	-18	-10.1%
NBC	-1	0	-3	-1	0	0	0	0	0	-5	-71.4%
PEI	0	-6	0	-3	0	0	3	0	0	-6	-30.0%
QUEBEC	0	-30	-2	1	2	0	-9	0	0	-38	-26.2%
REGINA	2	2	-3	2	-1	-1	0	0	0	1	0.6%
SWO	0	0	-2	-1	0	0	-2	0	0	-5	-50.0%
TORONTO	7	39	-2	3	1	-1	3	0	0	50	9.7%
VANCOUVER	1	1	2	2	-2	0	1	0	0	5	5.4%
VICTORIA	0	85	1	2	-3	-1	-2	0	0	82	25.4%
YUKON	1	0	-1	0	0	0	0	0	0	0	0.0%
FOREIGN	0	0	0	0	-2	0	7	0	0	5	5.7%
NWT/NUNAVUT	0	9	2	0	0	0	0	0	0	11	64.7%
TOTALS	107	128	-19	11	14	-13	-7	0	-2	219	7.2%



NEW MEMBERS FROM JANUARY 1, 2000 TO DECEMBER 31, 2000										
CHART 4	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS
CALGARY	0	0	1	3	0	1	1			6
EDMONTON	3	46	0	3	3		2			57
HAMILTON	0	4	9	1	0		2			16
MANITOBA	3	15	2	1	8		4			33
MONCTON	13	5	0	0	1		2			21
MONTREAL	11	20	2	4	7		3			47
NFLD	0	14	0	0	8		3			25
FREDERICTON	1	14	1	2	1		0			19
N.C.R.	121	19	4	2	10		6			162
NS	4	8	0	0	29		2			43
PEI	4	1	0	0	0		3			8
QUEBEC	0	16	0	3	2		2			23
REGINA	2	17	0	3	0		0			22
TORONTO	12	61	10	4	9		16			112
VANCOUVER	2	8	5	3	3		1			22
VICTORIA	2	102	2	3	4		4			117
YUKON	1	1	0	0	0					2
Others and Disbanded Groups										26
Foreign- Northern Ontario NWT- Nunavut-Nunavut · SWO NBC unaffiliated-	1	13	2	2			9			
TOTALS/TOTAUX	179	364	38	34	65	1	60			761





Minutes of the Annual General Meeting

Place: Salon 9
Shaw Conference Centre
Edmonton, Alberta

DATE: SUNDAY, MAY 6, 2001

Time: 4:00 pm - 5:00 pm

The President, Errol Price, called the meeting to order at 4:00 pm.

1. Adoption of the Minutes of the meeting held in Capital Hall - 1B at the Congress Centre, Ottawa, Ontario on Sunday, August 27, 2000

Motion:

to adopt without further reading the minutes of the Annual General Meeting held in Ottawa on Sunday, August 27, 2000.

Proposed: Ardath Paxton-Mann

Seconded: Louison Ross

Carried

2. Discussion of Matters Arising from the Minutes

There was no discussion.

3. Report of the National President

Errol Price gave a brief summary of the President's report included in the annual conference registration kit.

4. Report of the National Treasurer

Jocelyn Soulière gave a brief summary of the Treasurer's Report included in the annual conference registration kit.

Motion:

that the 2000 Financial Statements be adopted.

Proposed: Jocelyn Soulière

Seconded: André Chenier

Carried

5. Report of the National Secretary

Bonny Hoyt-Hallett reported on the highlights of the Secretary's Report included in the annual conference registration kit.

6. Appointment of the Auditors

Motion:

That the firm Selby Silverstein Chartered Accountants be retained to audit the accounts of the Institute for the fiscal year ending December 31, 2001.

Proposed: Karen Maxwell

Seconded: Jacques Bourgault

Carried

7. Announcement of the Time and Place of the Board of Directors Meeting (Incoming)

The Board of Directors meeting (Incoming) is scheduled for 5 p.m. on Tuesday, May 6, 2001 in Salon 2, at the Shaw Conference Centre.

8. Other Business

There was no other business..

The meeting adjourned at 4:45 pm.

Errol Price

National President, 2000-2001

Président national, 2000-2001

