



## PRESIDENT'S REPORT 2002

In an interview in the IPAC magazine, *Public Sector Management*, I recommended Vince Wilson's book *Value for Many*, on the history of IPAC. Among other things, it showed that IPAC, throughout its fifty plus years, to be an adaptive and agile organization engaging the challenges of the day.

In thinking about how I would present the activities of the Institute since our last Annual Meeting some sixteen months ago, I thought of what one of IPAC's great Presidents had to say in his Annual Report about the challenges of the day some forty years ago when IPAC had reached the tender age of fifteen.

Al Johnson said in his 1962 – 63 Annual Report that the purpose of IPAC was twofold:

- 1) to improve the processes of government, and
- 2) to improve the performance of public administrators.

Is it any different today? I would suggest not. We may use different words such as learning, networking, celebrating, and exchanging of new ideas and best practices but it's fundamentally the same.

What I like about Al Johnson's phrasing is the reminder of the close linkage between activities and membership. I am pleased to report that your Board of Directors has paid particular attention to the question linking activities to members. In addition to regional group notices, *Canadian Public Administration* and *Public Sector Management* we have delivered to members either in hard copy or via the web site the results of our applied research activities and initiated a member bi-monthly e-newsletter. We have also developed a special workshop at this conference to explore the linkages between our international program and our regional groups.

## THE IPAC AGENDA

How does IPAC meet the challenges of the day? Every two years IPAC undertakes a survey of regional groups, deputy ministers and chief administrative officers of major municipalities to determine the key issues facing public sector organizations over the next few years. Three priority areas are determined and these become the focus for the various activities, (annual conferences, regional group events, research, publication, awards, etc.) as outlined in the IPAC business plan. Currently the three areas are: renewing the human resources dimension of the public sector, enhancing service delivery, and improving performance measurement and accountability.

## THE HUMAN RESOURCE DIMENSION

IPAC has been building on a series of initiatives called Rediscovering Public Service that have been described in previous Annual Reports. One particular focus has been new professionals. In the past year in conjunction with the Toronto Regional Group, IPAC supported a group of young professionals who organized a very successful conference in October called "New Professionals Driving a New Public Service". The conference, attended by 320 participants, generated a surplus of \$54,000, which the organizers have provided to IPAC to be spent on new professionals initiatives. Several initiatives are under consideration such as a new professionals section on the IPAC website as well as a series of regional roundtables for new professionals on "Making the Most of the First Three Years in Government". This annual conference has several sessions that are specially designed by and for new professionals. I would like to thank governments across Canada for supporting the attendance of new professionals at this conference including seventeen from our host Province of Nova Scotia.

Another human resources project has been “Making Government the Best Place to Work” which has involved original research and a series of four roundtables. The preliminary results, indicating that the key indicator of job satisfaction and job performance is commitment, were presented at the 2002 Government Conference of the Conference Board of Canada organized in partnership with IPAC. The conference, entitled, “The Public Service of Tomorrow: Attracting, Managing and Keeping Talents”, was held in four cities across Canada. The full results of the research along with proposed courses of action to increase commitment will be published shortly and will be made available to all members. There is a section dealing with the problem of retaining new professionals which should provide important input to the proposed roundtables on “Making the Most of the First Three Years in Government”.

I would also like to mention that we had many requests for our video “24/7 Canada’s Public Services” in conjunction with Public Service Week 2002 including showings on cable television.

### **SERVICE DELIVERY AND PERFORMANCE MEASUREMENT AND ACCOUNTABILITY**

There have been many activities relating to these two priorities as follows:

- a) *Citizens First 2000*, a report on “Have Your Say” on improving government services, was published in May 2001 and is available on the IPAC website at [www.ipaciapc.ca](http://www.ipaciapc.ca); this comprehensive and well received report showed, among other things, that Canadians’ rank the quality of many public services ahead of private sector services;
- b) *Clients Speak*, a report on single window government services was published in March 2002 and is available on the IPAC website, the report shows that overall, more than four in five (81.7%) clients were satisfied with the services provided;
- c) “Business Planning in Canada: A Review” was published in August 2001 and sent to all members; IPAC partnered with five governments to undertake a review of business plans that have been introduced as a means of making government more effective and more accountable.
- d) “Service to the Constituent: Technology, MPs and Public Administrators” explores how elected officials and senior public servants can work together more effectively through the use of ICTs. The interviews have been completed and a roundtable will take place in the fall. The report will be sent to all members.
- e) “Service to Canadians North of 60” explores the realities of managing in the far north; a roundtable took place in each of the three territories; the final report will be available for all members this fall.
- f) IPAC has planned an international conference on regulation called “Red Tape to Smart Tape: Innovative Regulation for the 21<sup>st</sup> Century”. The conference, to take place in Toronto September 25 – 27, 2002, will focus on aspects of regulation to ensure security, service and competitiveness. It will examine how new thinking and technology can help government develop new and more effective approaches to regulation. More details are available at [www.smarttape.ca](http://www.smarttape.ca).

### **AWARDS**

IPAC’s awards program for individual achievement, organizational achievement, teaching excellence and scholarly writing continued to gain recognition and reach.

The 2001 Vanier medal was awarded to Lew Voytilla, Secretary to the Financial Management Board and Comptroller General, Government of the Northwest Territories. Named after the late Governor General, the Right Honourable Georges P. Vanier, the medal is awarded annually to a person who has made a significant contribution to public administration. The 2002 recipient will be announced Tuesday evening. The gold medal will be presented by her Excellency, Governor General Adrienne Clarkson at a special ceremony at Rideau Hall, October 29. There are Lieutenant Governor Awards in eight provinces modelled after the Vanier Medal. In Quebec there is the Prix d’Excellence for Quebec public administration under the aegis of the Quebec Regional



Group of IPAC. Recipients of the 2002 awards represent the broad range of IPAC membership and are profiled in PUBLIC SECTOR MANAGEMENT.

The theme of the 2002 Award for Innovative Management sponsored by PricewaterhouseCoopers and IBM Canada was "Outside-In: Changing Government to Meet Client Needs". There were 132 entries, the second highest number of submissions since the inception of the Award in 1990. The gold, silver and bronze winners will be announced at the Wednesday luncheon. I would like to thank the 2002 jury, the Honourable Perrin Beatty (Chair), Vince Collins, Judith Sullivan-Corney, Allan Tupper, Serge Viau. An executive summary of each of the submissions can be found at the IPAC website.

In 2002 the UN created the United Nations Public Service Awards in three categories: results, process and innovation. IPAC had encouraged previous winners and finalists to apply. I had hoped to announce Canadian Award winners at this conference but the evaluation process has taken longer than anticipated. I can tell you though that there were 120 submissions of which 20 were Canadian. Awards will be given by geographical region and there will be overall Awards. This initiative will provide a wonderful opportunity to share new ideas and best practices around the world.

I am particularly pleased to report that the Institute has launched a new award, The Pierre De Celles / IPAC Award For Excellence in Teaching Public Administration, in memory of the late Pierre De Celles recognizes outstanding teachers of public administration. Dr. Pierre De Celles, President and Chief Executive Officer of L'École nationale d'administration publique (ENAP) from 1989 to 2001, was highly respected for his leadership and teaching excellence. He was a longstanding member and friend of IPAC and was President-Elect at the time of his death. The first recipient of this award will be announced at the Tuesday evening dinner.

The Hodgetts/Parenteau Awards are given for the best English-language and French-language articles appearing in *Canadian Public Administration*. The winners of the Hodgetts Award for 2001 are John Langford and Yvonne Harrison for their article "Partnering for e-government: Challenges for public administrators" which appeared in volume 44, no. 4. Louis Côté has won the Parenteau Award for "La place du capital social comme facteur explicatif des différences de performance des conseils régionaux de développement du Québec". The article appeared in Volume 44, no. 1.

## RESEARCH AND PUBLICATIONS

In addition to the applied research and publications mentioned under the previous two headings I want to draw to your attention to some of our more scholarly work. As mentioned by Errol Price last year, we established three new study teams. All three are progressing well. Draft chapters for the study team on "Public Administration in External Affairs" led by Nelson Michaud and Luc Bernier were presented at a conference in Quebec in November and the texts are being revised and assembled for publication. The papers for the study team on "The Administrative Style of Canadian Provinces" were presented at the May 2002 Learned Societies conference. As well papers intended for the study team on the "Office of the Auditor General and the Future of Accountability" will be presented in a session at this conference.

In the fall of 2001, IPAC established a new series in Public Management and Governance and contracts were signed with University of Toronto Press and Laval University Press. Three books have already been published in the Series and another four manuscripts are well advanced in the pipeline. The books published to date are as follows:

- *Networks of Knowledge: Collaborative Innovation in International Learning* by Janice Gross Stein, Richard Stein, Joy Fitzgibbon, and Melissa MacLean (October 2001);
- *Beyond Service: State Workers, Public Policy, and the Prospects for Democratic Administration*, by Greg McElligott (December 2001)



- *The National Research Council in the Innovation Policy Area: Changing Hierarchies, Networks and Models*, by Bruce Doern and Richard Levesque (May 2002).

I would like to thank and acknowledge the contribution of Donald J. Savoie as Editor of our new IPAC Series in Public Management and Governance.

In addition, before the new Series was established, IPAC published, *Facing the Future: Government Restructuring* and *The Co-operative Alternative* by John Restakis and Evert Lindquist (September 2001). IPAC has also relaunched the case program and 25 new cases will be available shortly. I would like to acknowledge the contribution of Carolyn Johns in restarting the case program.

There were two other IPAC books that were reprinted at the beginning of 2002. *The Responsible Public Servant* by Kenneth Kernaghan and John Langford, originally published in 1990 was reprinted for the sixth time. *The New Public Organization* by Kenneth Kernaghan, Brian Marson and Sanford Borins, published at the end of 2000 was also reprinted. The book has received several positive reviews. The critical review in the *International Review of Administrative Sciences* commented: "For a reader who would like to examine the intellectual and factual aspects of the concept of the new public service ... this is a reference text written in accessible and unpretentious language."

I would like to pay special tribute to the editors of our flagship journal, *Canadian Public Administration*. The journal in 2001 was subject to a three-year review by the Social Sciences and Humanities Research Council of Canada. The Adjudication Committee remarked as follows:

"The Committee considers *Canadian Public Administration* to be a high quality, well established journal that is distinctive in terms of its objectives and concerns. It judged the journal to be well managed with a strong subscription base."

I would like to thank our Editor Allan Tupper and Associate Editors Mohamed Charih and Sharon Sutherland for their outstanding work. Sharon has stepped down as Associate Editor in December 2001 and I would like to welcome Barbara Wake Carroll as the new Associate Editor.

There is one final research project that I would like to mention. The Institute has recently launched a Registry of Researchers in Public Administration, which is now available on the IPAC web site ([www.ipaciapc.ca/direct](http://www.ipaciapc.ca/direct)). This new database service was created to facilitate linkages with researchers actively working in public administration and to promote the growth of networks of knowledge between public managers and researchers. The project was supported by the Canadian Centre for Management Development (CCMD).

The registry is another example of efforts made by IPAC to encourage participation of the academic community in IPAC. Others mentioned above include

- The establishment of the Pierre De Celles / IPAC Award for Excellence in Teaching Public Administration
- The launching of three new study teams with several others in preparation
- The establishment of a special registration rate for academics at the annual conference
- The expansion of the adjudicated papers section at the annual conference
- The launching of a new Series in Public Management and Governance published by University of Toronto Press and Laval University Press
- The relaunching of the case program
- Special Sessions at the annual conference focussed on the contribution of Professor Paul Pross whose pioneering work on pressure groups have a formative influence on public administration in Canada.



## **INTERNATIONAL ACTIVITIES**

For the past ten years IPAC has implemented development projects in Africa, Asia, Central and Eastern Europe and the Caribbean. These projects have helped to improve the managerial, technical and administrative capacities of public servants in those areas of the world and have contributed to their governments' ability to better deliver their mandates.

In sharing Canadian knowledge of public administration with countries around the world, IPAC has created opportunities for its members to share their unique expertise in public administration with other countries and cultures, and to broaden their own experience and to develop a global perspective. Our international activities have also created opportunities for partnership with other Canadian and international organizations.

IPAC delivers its international programs generally within an institutional twinning framework using a practitioner-to-practitioner methodology. Institutional twinning is an effective mechanism for sustainable capacity building. Governance needs practical experience and most Canadian jurisdictions have dealt with issues and challenges facing their counterparts and have gained practical experience. They have developed best practices that can easily be shared with others facing similar situations. Twinning uses a combination of networking, mentoring, attachments, study tours and document exchange.

Twinning allows a different learning process to take place among participants. The learning process itself takes place in a more congenial and sharing environment. There is a sense of equality of partners in twinning by the matching of relevant competencies and skills of the Canadian partner to the developing country representatives, encouraging collegiality and easy and effective interaction among participants.

Practitioner to practitioner is an opportunity for two or more professionals to dialogue and share experiences. The partner in the recipient country is assured that IPAC's counterpart is knowledgeable in the business of public sector management, has experienced the thrills and turns of managing the public good and understands the political nature and pressure on public sector management. There is comfort in knowing the IPAC partner "has been there" too.

Since there is a detailed annual international report available at the Annual General Meeting I will just list the contracts that are currently underway. Most of the contracts are with the Canadian International Development Agency (CIDA) and we appreciate the faith that CIDA has placed in IPAC to deliver quality international projects. We are also grateful to the many volunteers who carry out these projects and the contribution of governments that permit their participation. There are delegations at this conference from Indonesia, Malawi, South Africa and Uganda. I hope you will make their acquaintance and make them feel comfortable. Now for the listing of our current contracts:

- the Public Sector Capacity Building for Governance and Social Development Program is a shared cost contribution agreement with CIDA. The agreement was signed in August 2001 for a four-year period. the CIDA contribution is \$5.31 M. Under this program, projects are being carried out with Malawi, Namibia, Uganda, Tanzania, Indonesia, the Philippines, Trinidad and Tobago. Under this program IPAC also works with the African Association for Public Administration and Management, the International Institute of Administrative Sciences and the Commonwealth Association for Public Administration and Management.
- the goal of the China Public Policy Options Program (PPOP) is to promote China's continuing socio-economic reform in areas critical to the development of a socialist-market economy by helping to improve the public policy development processes and structures. After successfully completing 25 sub projects under the Canada-China Public Policy Options Program (PPOP I), IPAC and the Conference Board of Canada signed a new three-year contribution agreement for PPOP II in July 2001 with a budget of \$3.8 M. PPOP II is expected to fund approximately



eighteen sub-projects. To date, nine sub-projects are being implemented and another thirteen are under review.

- the second phase of the Canada-Lithuania Public Sector Reform Project was approved in late Spring of 2001. The contribution agreement is for eighteen months with a budget of \$451,770. The project is designed to enable the Lithuania Government to better deliver its mandate through improved decision-making and accountability mechanisms at the Cabinet and ministry levels and to improve the capacity of the government to develop and deliver policies in support of Lithuania's democratic, economic and social development. The World Bank has deemed this project a "best practice" model for centre of government reform. It has been used as a model for training sessions at the Bank and at a seminar sponsored by the University of Dusseldorf. Lithuania's Chancellor was invited to Washington to speak to World Bank officials and was a speaker at the IPAC 2000 annual conference.
- IPAC and CIDA signed the Ukraine Environmental Protection Program contribution agreement in April 1999 totalling \$1.3M over three years. The project's objective is to develop a Ukrainian climate change strategy and management structure so the Ukraine can comply with international environmental standards. The project is designed to enhance Ukrainian capabilities to work within the United Nations Framework Convention on Climate Change and the Kyoto Protocol, as well as promote linkages between Canadian and Ukrainian private sectors. The contract has recently been extended to June 2003 with an additional \$99,000.
- the Canada-South Africa Provincial Twinning Project is a four-year \$3.48 million program which began in Summer 2000. It involves the twinning of the following Canadian/South African provinces:  
Eastern Cape – British Columbia  
Northern Cape – New Brunswick  
Free State – Saskatchewan  
North West Province – Manitoba  
Mpumalanga – Alberta  
Gauteng – Ontario

The objective of the program is to provide opportunities for senior staff from each country to work together on a practitioner-to-practitioner basis in order to increase the effectiveness of the delivery of government services that address basic human needs.

- IPAC is the lead partner in a consortium involving Iris Environmental Systems Inc. of Calgary and ICF Consulting Canada in a new project on climate control. The Caspian Basin Greenhouse Gas Emissions Reduction Training Program contract was signed March 1, 2002 and will end June 20, 2005. The contract totals \$4.28 M. The countries involved are Azerbaijan, Kazakhstan and Uzbekistan. The inception mission has been completed and the project implementation plan submitted to CIDA for approval.

In addition to these CIDA financial projects, IPAC has been part of an international consortium for a World Bank financed project in Bosnia-Herzegovina. The project on the financing of local government infrastructures was completed in the Spring of 2002.

IPAC has become a partner of the United Nation's portal for public administration. The purpose of the portal is to help countries especially developing countries best respond to the challenges and opportunities of today's information and communications technology for better governance and society. There are fifteen participating partner institutions worldwide working together with UNPAN to provide this unique service ([www.unpan.org](http://www.unpan.org)). The site was launched in March 2001 and by July 2002 was receiving more than 800,000 hits monthly.

In addition IPAC participates as an observer on the UN Committee of Experts in Public Administration and Development. The Committee recommends key areas of focus in support of



State governance and public administration to guide the work of the Economic and Social Council and of the Secretariat.

## **REGIONAL GROUPS**

It is difficult to do justice to the activities of the Regional Groups since there are about 150 regional events per annum. However, there is a separate Regional Group Report available at this Annual General Meeting which describes in more detail this vital part of the Institute's agenda. The Report will be made available on the IPAC website.

I would like to draw attention to the development of regional group websites, available through the main IPAC website, and to the valuable information that resides on those sites. There are now eleven of our seventeen Regional Groups that boast websites. A quick scan of the sites indicates that the Institute's three priorities, the human resources dimension of the public sector, enhancing service delivery and improving performance measurement and accountability were frequent topics of IPAC events. For example the Regional Groups of Montreal and Manitoba both held one-day sessions on human resources and made available on their websites the papers presented. The Montreal seminar was called "The Management of Human Resources in the Public Services: from the Babyboomers to Generation X" and featured Joseph Facal, President of the Treasury Board of Quebec. The Manitoba Forum, "Public Sector by Choice: Shaping Our Future" included a paper by Douglas Rimmer, Vice-President of the Public Service Commission of Canada. The paper "Choices, Challenges, Retention and Human Resources Reform" is one of the several papers available on the Manitoba website.

I would like to congratulate the Regional Groups for their initiative in developing websites and providing additional important sources of information to public servants.

## **SUMMARY**

As you can see we have had a good year. Services to members have increased. The 2001 membership survey showed 93% overall satisfaction with member services. Membership is up. We are stronger financially. Research, publication and international activities are growing. Partnerships with all orders of government and the private sector have expanded. Our emphasis on new professionals is gaining momentum.

My first expression of gratitude for these accomplishments goes to the volunteers who contribute to the work of the Institute in regional groups, research and publication programs and international activities. Next I would like to mention the Chairs of the Committees who contribute so much of their spare time to the work of the Institute.

Errol Price  
Past President and Chair, Nominating Committee

Fonse Faour  
Vice President and President-Elect and responsible  
for the Business Plan

Luc Bernier  
Vice-President and responsible for the  
Pierre De Celles Award

Judy Rogers  
Vice-President and responsible for  
New Professionals Initiative

Jocelyn Soulière  
Treasurer and Chair, Finance and  
Audit Committee



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

Allan Tupper  
Editor, CPA Journal

Wynne Young  
Chair, Research and Professional  
Practices Committee

Ardath Paxton Mann  
Chair  
International Committee

Evert Lindquist  
President, CAPP

Kathy Langlois  
Chair, Endowment Fund

Mary Gusella  
Chair, Vanier Medal Committee

I would also like to thank all the other members of the Board who have worked together so well.  
They are

Caryl Arundel  
Richard Cantin  
Leslie Dean  
Diane Devonshire  
Diane Gray  
Clinton Lawrence-Whyte  
Carol Layton  
Hélène Leblanc-Basque  
Keith Leggat  
Donald Maccormac  
David Martin  
Susan Ryan  
Keith Sullivan  
David Weicker

In closing, I would like to extend a very special thank you to the wonderful staff at IPAC's National Office. The successes reported in these pages are a reflection of their talent, vision and commitment. They have both implemented directions of the Board, and inspired our decisions with their creative and innovative suggestions. I extend a very personal and heartfelt thank you to our Executive Director, Joseph Galimberti. Joe has provided me with immense support and wise counsel throughout the year. It has been an honour to work with him and with the entire IPAC family.

Cynthia Williams  
President 2001 – 2002





## **TREASURER'S REPORT**

I was told "to always leave the place a little better than you found it". After two years as Treasurer, I am pleased to report that with surpluses of \$13,697 in 2001 and \$113,142 in 2000 we now have an accumulated surplus of \$187,289 as at December 31, 2001. Following Board policy we have split this amount into an accumulated reserve of almost \$94,000 and an opportunity fund of the same amount. These numbers exceed the targets set by the Board in 1997 of no accumulated deficit and an opportunity fund of at least \$5,000 by December 31, 2003.

I hope you have had a chance to look over the 2001 financial statements. If so you will see that the revenues and expenditures for several research projects are less than budgeted because they have been carried over to the current year. As well you should note that several international projects came to an end early in 2001 and then were subsequently renewed sometimes with a bit of hiatus. This is most clearly reflected in cash flows.

It has been an honour and a pleasure to serve as your Treasurer these past few years. I look forward to any questions.

**Jocelyn Soulière**  
**Treasurer**



### **National Secretary's Report, 2001-2002**

I have been privileged 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 support.

The objective of the Service to Members Committee 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. Our on-going goal is to foster and promote collaboration in support of IPAC's commitment to excellence in public service.

#### ***Performance Targets and Measurement - Business Plan***

A 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 agreed to center the measures around New Professionals and also value service to members.

#### ***Information about and from Members, Non-members and Clients***

A number of committees and programs of IPAC national had indicated they would like to consult members about satisfaction levels, programming and research needs, etc.

As a result, a Member Survey was conducted during last summer with the final report presented at the fall Board meeting. An article summarizing results of this report was recently published in the *Public Sector Management Magazine* (Vol. 13, no 1, 2002). Overall, the survey indicated that respondents reported a high level of satisfaction with the current services provided by IPAC.

#### **Policy for Access to IPAC Programs and Services and Anti-Discrimination Statement**

During the past year, as a result of the work of the Service to Members Committee, IPAC adopted a policy for access to IPAC programs and services as well as an anti-discrimination statement. The former of these documents is available on the IPAC website. The development of these policies shows IPAC's continued desire and commitment to be a leader in public service policy.

#### ***Membership***

Membership remains a key priority of the Board of Directors and Service to Members Committee. 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 1.9% per cent, for a total of 3101 members as of December 31, 2001. This is the fourth consecutive year of net membership growth, following seven years of decline.
- 742 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 78%, slightly lower than the historical rate of 83%. This signals a need to boost our efforts in retention. Notwithstanding, the combined efforts of regional groups in developing realistic and credible plans for membership development have made it possible to sustain positive membership growth. I wish to acknowledge regional groups for their dedication and commitment to IPAC's membership strategy and look forward to continued support in 2002-2003.
- Detailed charts of membership statistics are attached. Charts 1 and 2 show membership by category and by regional group for December 31, 2001 and December 31, 2000 respectively. Chart 3 shows the 2000-2001 gains and losses, while Chart 4 shows new members. IPAC's business plan targeted a membership of 3091 at December 31, 2001. With the efforts of regional groups and the national body, we have reached that goal and surpassed it!

In an effort to develop a strategy to more closely integrate our membership with the International and Research agendas of IPAC, the Service to Members Committee has recommended a full discussion at the August meeting of the Board. The objective would be to close the gap between our membership and our major activities and to define and explore linkages and the National role in membership activities and regional responsibility. The goal was to develop a membership focus in IPAC that creates and defines value for all potential members, not just increased numbers.

### ***IPAC Regional Group Excellence Award***

Again this year, numerous regional groups put forward nominations for the IPAC Regional Group Excellence Award. And once again the quality of these submissions showed the dedication and commitment of service at the regional group level. This year's winner is Manitoba Regional Group. The Wes Black Trophy and framed certificate will be presented during the annual conference in Halifax.

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.

I wish to reaffirm to all members and potential members the value of IPAC as an advocate for public administration in Canada. It has been a pleasure to be a member of this Board.

**Bonny Hoyt-Hallett**  
**National Secretary, 2001-2002**



MEMBERS AS OF DECEMBER 31 2001											
CHART 1	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS	
CALGARY	3	19	12	8	2	4	3	0	0	51	
EDMONTON	30	287	15	13	8	3	11	0	0	367	
HAMILTON	2	13	40	14	9	2	6	0	0	86	
MANITOBA	15	126	20	8	22	3	16	0	0	210	
MONCTON	42	19	3	12	2	1	8	0	0	87	
MONTREAL	24	39	32	18	11	3	19	0	0	146	
NFLD	2	48	3	6	3	0	5	0	0	67	
FREDERICTON	18	207	9	14	3	0	14	0	0	265	
N.C.R.	249	36	14	20	31	16	38	1	0	405	
N.ONTARIO	0	4	6	2	0	0	0	0	0	12	
NS	21	40	12	15	56	7	9	0	1	161	
NBC	0	0	7	0	0	0	1	0	0	8	
PEI	9	7	1	3	1	0	4	0	0	25	
QUEBEC	8	82	8	16	6	1	16	0	0	137	
REGINA	7	109	7	9	6	5	7	0	0	150	
SWO	0	0	4	4	1	0	1	0	0	10	
TORONTO	44	247	73	26	26	15	81	0	1	513	
VANCOUVER	9	19	31	4	8	2	16	0	1	90	
VICTORIA	6	106	13	14	20	1	23	0	1	184	
YUKON	2	10	0	0	0	0	1	0	0	13	
FOREIGN	1	0	3	7	2	2	74	0	0	89	
NWT	0	16	2	0	0	0	1	0	0	19	
UNAFFILIATED	0	0	2	1	1	0	2	0	0	6	
<b>TOTALS</b>	<b>492</b>	<b>1434</b>	<b>317</b>	<b>214</b>	<b>218</b>	<b>65</b>	<b>356</b>	<b>1</b>	<b>4</b>	<b>3101</b>	



MEMBERS AS OF DECEMBER 31, 2000											
CHART 2	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	
<b>TOTALS</b>	<b>439</b>	<b>1447</b>	<b>323</b>	<b>203</b>	<b>221</b>	<b>66</b>	<b>339</b>	<b>1</b>	<b>4</b>	<b>3043</b>	



MEMBERSHIP GAINS AND LOSSES AT DECEMBER 31, 2001												
CHART 3	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS	%	
CALGARY	1	4	0	2	0	1	0	0	0	8	15.7%	
EDMONTON	24	55	6	2	3	0	4	0	0	94	25.6%	
HAMILTON	-1	3	-4	0	-2	-1	1	0	0	-4	-4.7%	
MANITOBA	4	41	-1	2	-1	-2	1	0	0	44	21.0%	
MONCTON	6	5	0	4	-6	1	1	0	0	11	12.6%	
MONTREAL	5	-4	-5	-3	-1	0	-3	0	0	-11	-7.5%	
NFLD	-1	22	0	-1	-5	0	0	0	0	15	22.4%	
FREDERICTON	-9	37	0	8	1	0	10	0	0	47	17.7%	
N.C.R.	13	1	0	-1	2	-2	2	0	0	15	3.7%	
N.ONTARIO	0	-1	-1	1	0	0	-1	0	0	-2	-16.7%	
NS	4	-8	0	0	-20	4	2	0	0	-18	-11.2%	
NBC	0	0	0	0	0	0	1	0	0	1	12.5%	
PEI	1	4	1	-1	1	0	-1	0	0	5	20.0%	
QUEBEC	0	-9	-1	-1	1	0	2	0	0	-8	-5.8%	
REGINA	0	-4	0	-2	3	0	-1	0	0	-4	-2.7%	
SWO	0	-1	1	0	0	0	0	0	0	0	0.0%	
TORONTO	1	-13	-3	1	7	0	4	0	0	-3	-0.6%	
VANCOUVER	5	-6	-5	0	4	0	0	0	0	-2	-2.2%	
VICTORIA	-1	-142	3	-2	7	-2	-2	0	0	-139	-75.5%	
YUKON	1	2	0	0	0	0	0	0	0	3	23.1%	
FOREIGN	1	0	1	1	2	0	-3	0	0	2	2.2%	
NWT/NUNAVUT	-1	3	0	0	0	0	0	0	0	2	10.5%	
UNAFFILIATED	0	-2	2	1	1	0	0	0	0	2	33.3%	
<b>TOTALS</b>	<b>53</b>	<b>-13</b>	<b>-6</b>	<b>11</b>	<b>-3</b>	<b>-1</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>58</b>	<b>1.9%</b>	



NEW MEMBERS FROM JANUARY 1, 2000 TO DECEMBER 31, 2001											
CHART 4	FEDERAL	PROV.	MUN.	ACADEMIC	STUDENT	RETIRED	ASSOC.	HON.	CORP.	TOTALS	CHART 4
CALGARY		1	6	3	1	1		0			12
EDMONTON		25	64	6	5	5		3			108
HAMILTON		0	4	6	0	3		1			14
MANITOBA		4	50	3	1	8		3			69
MONCTON		30	12	0	4	1		3			50
MONTREAL		14	4	12	1	6		4			41
NFLD		0	28	0	2	1		2			33
FREDERICTON		4	62	1	5	1		7			80
N.C.R.		36	3	3	4	7		6			59
NS		3	7	2	1	10		2			25
PEI/Î.P.-É.		2	4	0	0	1		0			7
QUEBEC/QUÉ BEC		1	19	0	1	1		3			25
REGINA		2	12	1	0	4		0			19
TORONTO		8	40	8	1	12	1	12			82
VANCOUVER		3	4	4	1	3		5			20
VICTORIA		0	49	2	2	13		5			71
YUKON		1	4	0	0	0		0			5
<b>Others and Disbanded Groups</b>											
Foreign · Northern Ontario NWT-Nunavut · SWO · NBC · unaffiliated		1	4	3	2	2		10			22
<b>TOTALS</b>		135	376	54	31	79	1	66			742





## MINUTES OF THE ANNUAL GENERAL MEETING

**Place:** NOVA SCOTIA D  
Casino Nova Scotia Hotel  
Halifax, Nova Scotia

**Date:** Sunday, August 25, 2002

**Time:** 4:00 pm - 5:00 pm

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The President, Cynthia Williams, called the meeting to order at 4:00 pm.

### 1. Adoption of the Minutes of the meeting held at the Shaw Conference Centre in Edmonton on Sunday, May 6, 2001.

**Motion:**

to adopt without further reading the minutes of the Annual General Meeting held at the Shaw Conference Centre in Edmonton on Sunday, May 6, 2001.

**Proposed:** Wolfgang Laugenbacher

**Seconded:** Ardath Paxton Mann

**CARRIED**

### 2. Discussion of Matters Arising from the Minutes

There was no discussion.

### 3. Report of the National President

Cynthia Williams gave a summary of the President's report distributed prior to the meeting.

### 4. Report of the National Treasurer

Jocelyn Soulière gave a brief summary of the Treasurer's Report drawing attention to two corrections to the Financial Statements, as follows:

- On page 9, under Schedule of Expenses (General Operations) - change "Executive and Research Committees" to "Board and all Committees";
- On page 12, number 4 of the Notes - Deferred Revenue – A typographical error in the 2001 column was introduced when the statements were retyped into the bilingual version for the Annual General Meeting. The total should read \$316,267 and not \$36,267.

**Motion:**

that the 2001 Financial Statements be adopted as amended.

**Proposed:** Jocelyn Soulière

**Seconded:** Judy Rogers

**CARRIED**

Jocelyn Soulière brought forward a recommendation from the Board of Directors to raise regular membership fees. After some discussion the following motion ensued:

**Motion:**

The Board of Directors recommends to the Annual General Meeting that the membership fee increase to \$150 effective January 1, 2003, with student fees remaining at \$50.

**Proposed:** *Jocelyn Soulière*

**Seconded:** *Ardath Paxton Mann*

*THREE OPPOSED*

**CARRIED**

## **5. Report of the National Secretary**

Bonny Hoyt-Hallett reported on the highlights of the Secretary's Report distributed prior to the meeting.

## **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, 2002.

**Proposed:** *Jocelyn Soulière*

**Seconded:** *Ardath Paxton Mann*

**CARRIED**

## **3. 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, August 27 in Acadia C, at the Casino Nova Scotia Hotel in Halifax.

## **8. Other Business**

The following resolution was brought forward:

**Motion:**

That the members present accept a proposed resolution relating to the 50<sup>th</sup> anniversary of the founding of Canadian Schools of Public Administration.

**Proposed:** *David Steuwe*

**Seconded:** *Jacques Bourgault*

**CARRIED**

**Motion:**

Be it resolved that the Institute of Public Administration of Canada, in its efforts to enhance the professionalism of public administration in Canada, recognize the importance of the formal teaching of public administration to university students across Canada and in particular, the 50<sup>th</sup> anniversary of the founding of Canadian Schools of Public Administration, which began in 1953 with the School of Public Administration at Carleton University.

**Proposed:** *David Steuwe*

**Seconded:** *Les Pal*

**CARRIED UNANIMOUSLY**

After some discussion, Les Pal said that CAPP would bring forward in due course to the Board of Directors a suggestion following along the lines that David Steuwe mentioned in his previous motion,



that is, engaging prominent Canadians who have demonstrated commitment to public service and make them available as a resource to schools and programs of public administration in the country.

**Motion**

That Cynthia Williams be thanked for all her work during her presidency.

**Proposed:** *Jacques Bourgault*

**Seconded:** *Vic Pakalnis*

**CARRIED**

The meeting adjourned at 5:15 pm.

**Cynthia Williams**

**National President/ Présidente nationale, 2001-2002**

