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ANNUAL REPORT



The Institute of Public Administration Canada (IPAC) is Canada's leading professional organization supporting excellence in the country's public sector. IPAC offers learning and development programming both nationally and regionally. With 18 regional groups from coast to coast to coast, our members include public servants from all levels of government—federal, provincial, municipal, and Indigenous—academics, and many others involved in public administration.

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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.

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It was a tremendous privilege to serve as the President of the Institute of Public Administration of Canada (IPAC) in 2024. I am pleased to present this Annual Report, as we reflect on our achievements and the progress we have made in advancing public service excellence across Canada.

IPAC continues to play a vital role in supporting public servants at all levels, federal, provincial, territorial, municipal, and Indigenous, through education, convenings, and thought leadership. Our efforts have been guided by a deepening commitment to inclusivity, innovation, and impact.

In 2024, we continued to strengthen IPAC's strategic foundation. We expanded our partnership network and deepened collaborations with a growing roster of leading academic and private sector organizations. Notably, our new Values and Ethics seminar, in collaboration with York University, is meeting the evolving needs of leaders across the country, providing critical insights and guidance for navigating complex ethical challenges in public service. These relationships are helping to enrich our programming and expand our outreach, allowing us to better serve public servants across Canada.

Our signature events this year once again demonstrated the strength of our convening power. We welcomed participants from across Canada, both in person and virtually, to our Annual Conference in Winnipeg to explore the theme "Trust, Change, and Public Administration." From sessions on digital transformation and artificial intelligence (AI), to discussions on climate action, Indigenous reconciliation, and inclusive service delivery, the conference offered timely insights into the complex challenges and opportunities facing public administration today. A highlight of this year's conference was the strong diversity of speakers, underscoring IPAC's commitment to advancing equity, diversity, and inclusion in our work. It was an inspiring experience to reflect on the incredible work being done across Canada and to engage with so many passionate public servants dedicated to making a positive impact.

During the Winnipeg conference, we also celebrated the achievements of outstanding public servants at the IPAC Awards, acknowledging their dedication and leadership across various sectors. These awards continue to serve as an important way to recognize the exceptional contributions to public service in Canada.

This year also saw the successful strengthening of our Regional Groups, including the merger of the Alberta groups, which will provide even greater support to members in that area. By enhancing our regional presence and engagement, we ensure that IPAC remains a robust and responsive network across the country.

I was honored to participate in the New Professionals Forum, an inspiring gathering of emerging leaders in the public sector. The forum provided valuable opportunities for networking, learning, and mentorship, and I was thrilled to speak with these bright future leaders.

Other national programs, including our AI Literacy Training Series in partnership with Microsoft, brought together over 20,000 public servants eager to strengthen their skills in a rapidly evolving environment. Our Leadership Summit broke previous records with high participation and engagement, reinforcing our role as a trusted space for sharing knowledge and fostering public sector leadership.

As Canada's public institutions continue to navigate global uncertainty, social change, and rising expectations, IPAC is evolving to meet the moment. We are committed to being both a stable pillar and a bold innovator—connecting people, generating insights, and inspiring progress.

I want to thank the dedicated team at IPAC National, our Regional Groups, our institutional partners, and most of all, our members. Your energy, expertise, and passion are what drive this organization forward.

I look forward to continuing this journey together, building a stronger and more resilient public service for all Canadians.



– *Mala Khanna*

Deputy Secretary to the Cabinet
(Governance), Privy Council Office,
Government of Canada, Chair of
the IPAC National Board



Regional Group Council



The IPAC Regional Group Council (RGC) continues to play a pivotal role in connecting regional chapters across Canada and the national organization, fostering collaboration, and advancing public sector innovation. Over the past year, the Council has focused on strengthening regional capacity, promoting inclusive leadership, and supporting the professional development of public servants at all levels.

Key agenda items included:

- National strategic alignment
- Regional updates and challenges
- Education and professional development initiative

Highlights and Achievements:

- Regional Programming: Supporting regional events, including policy forums, leadership roundtables, and public sector innovation showcases.
- Knowledge Sharing: Facilitated cross-regional collaboration
- Youth Engagement: Expanded outreach to emerging leaders through university chapters and IPAC mentorship programs.

Lessons Learned:

- Flexibility in programming formats increases accessibility
- Peer-to-peer learning remains a powerful tool for professional growth
- Regional autonomy, when supported by national alignment, drives innovation

Strategic Priorities for the Coming Year

- Strengthen regional governance and succession planning
- Developing strategies for regional event planning and sponsorship
- Deepen collaboration with academic institutions and public sector organisations
- Support digital transformation in public administration through regional pilots
- Enhance data collection and impact measurement across regional activities

The Council extends sincere thanks to all regional leaders, volunteers, and IPAC National Office staff for their dedication and service. Special recognition goes to Robert McLeary, the former RGC Chair for their outstanding contributions to regional excellence and innovation.



- *Sean Elliott*
Regional Group Council Chair



Regions
December 2024

2188 active members

Calgary	8	Montréal	23
Edmonton	68	NCR-Ottawa	523
Fredericton	38	Newfoundland	3
Manitoba	533	Nova Scotia	157
Moncton	11	NWT	56
		PEI	36
		Québec	9
		Saskatchewan	80
		SW Ontario	39
		Alberta	94
		Toronto	481
		Vancouver	25
		Victoria	74
		Yukon	5
		Foreign	10

2024-2025

Research and Outreach Report



The Research and Professional Practices Committee (RPPC) has had a productive year, marked by significant initiatives aimed at advancing public administration scholarship, fostering professional development, and strengthening collaborative networks across Canada.

Supporting Canadian Public Administration

In response to the evolving landscape of public administration research, the RPPC established a dedicated selection committee to appoint a new editor for Canadian Public Administration (CPA), IPAC's flagship journal. This initiative ensures the journal continues to uphold its reputation for excellence and relevance in the field. The Committee unanimously selected Carleton University Professor Robert Shepherd as the journal's new editor.

Enhancing Scholarly Engagement

To bridge the gap between academic research and public service practice, the RPPC organized a series of webinars spotlighting recent contributions to CPA. These sessions provided a platform for authors to discuss their findings and for practitioners to engage with contemporary research, fostering a vibrant exchange of ideas.

Supporting Research Partnerships

The committee continued to nurture existing research collaborations, notably with the Canadian Association of Programs in Public Administration (CAPPA). These partnerships have been instrumental in promoting research that addresses pressing issues in public administration and in facilitating knowledge exchange between academia and practice.

Launching the Values and Ethics Training Program

In collaboration with Schulich ExecEd at York University, the RPPC launched a new Values and Ethics training program. This initiative aims to equip public servants with the tools and frameworks necessary to navigate ethical challenges, reinforcing a culture of integrity within the public sector.

Contributing to IPAC Events and Conferences

The RPPC played a pivotal role in shaping the research content of IPAC's events and conferences, including the 2024 Annual Conference held in Winnipeg. The Committee also supported a session on government transitions at the IPAC Leadership Conference. Members of the committee are also actively contributing to programming at the upcoming annual conference in Halifax. By curating sessions that address current and emerging issues, the committee ensured that these gatherings provided valuable insights and learning opportunities for attendees.

Exploring New Research Collaborations

Looking ahead, the RPPC is actively exploring new research partnerships to further enrich the field of public administration. By identifying and engaging with potential collaborators, the committee aims to expand IPAC's research footprint and foster innovative approaches to public sector challenges.

We would like to thank our Research and Professional Practices Committee:

Zachary Spicer

Rany Ibrahim

Marcel Ramirez La Torre

Lori Neustaedter

Ardith Plant

Susan Brown

Luc Juillet

Evert Lindquist



- *Zachary Spicer*

Chair, Associate Professor in
the School of Public Policy and
Administration at York University





This is my 14th annual report as Editor, and my last. Canadian Public Administration/ Administration publique du Canada (CPA/APC) is Canada's premier outlet for peer-reviewed research of Canadian scholars and practitioners exploring diverse topics on public administration at the federal, provincial, territorial, municipal and Indigenous levels of government, and we encourage comparative analysis. CPA/APC is a valuable tool in IPAC's marketing and membership recruitment arsenal.

Until March 31, 2025, the editorial team was comprised of myself and Associate Editors Luc Juillet (University of Ottawa) and Carey Doberstein (University of British Columbia), and our Managing Editor Christy Paddick, who has worked with Christiane Miroglio to handle the translations from English to French for the journal. I have been so fortunate to work with this outstanding and dedicated team! You can find my full farewell and thanks, along with my welcome to the new editorial team in the March 2025 issue here.



– *Evert A. Lindquist*

Professor, School of Public Administration, University of Victoria, Editor, Canadian Public Administration/ Administration publique du Canada

Canadian Public Administration/ Administration publique du Canada (CPA/APC) is Canada's premier outlet for peer-reviewed research of Canadian scholars and practitioners exploring diverse topics on public administration at the federal, provincial, territorial, municipal and Indigenous levels of government and we encourage comparative analysis. CPA/APC is a valuable tool in IPAC's marketing and membership recruitment arsenal.

In **2024**, the highlights for *CPA/APC* were as follows:

1.

We received 81 manuscripts and published four issues with a total of 26 original articles, 4 research notes, 3 State-of-the-Art Review articles, and one introduction to the December 2024 special issue. Increasingly important was that almost all of these were Open Access publications, allowing access to everyone, and not just IPAC members or those with access to university library subscriptions. State-of-the-Art Reviews (SOTAs) provide a survey of “must read” articles and books on leading-edge issues or developments in the field. Published manuscripts typically go through several revisions after receiving comments from reviewers and the editors.

2.

The 2024 volume (67:1-4) of *CPA/APC* contained the following range of diverse titles:

- A.** Articles on: public service and post-COVID challenges; ministerial policy roles & mandate letters; cabinet selection in territorial governments; lived experience of unhoused women in Niagara; Crown corporations and social procurement; 5G implementation & multi-level governance; quality-improvement support agencies; seniors’ engagement in advisory councils; perceptions of blame for the health-care crisis; origins of the national register of electors; the Canada Water Act, 1970; and lived experience as evidence for homelessness policy.
- B.** *Research notes on: public-service motivation research; implications of polarization in perceptions of social problems; artificial intelligence; Ontario ministerial staff career trajectories.*
- C.** *State-of-the-Art Review articles on: delivering public infrastructure; navigating the challenges of policy evaluation; and research on public-service career plateauing.*
- D.** *Special issue: the December 2024 issue was quite ambitious, with 19 commissioned articles focused on the general topic of “Re-Setting the Public Service of Canada: An Invitation for Debate, Action, and Collaborative Research,” along with an introduction and a substantial concluding article.*

3.

The Hodgett's Award jury, comprised of the new editorial team (Rob Shepherd, Editor, and Associate Editors, Kathy McNutt, Charles Conteh, Jonathan Paquette) undertook their assessment of 2024 (v. 67) articles to identify the best English article. The winner was Maria Gintova for "Public Service in Canada Post-COVID-19 Pandemic: Transitioning to Hybrid Work and Its Implementation Challenges" in the March 2024 issue. The editorial team will work with IPAC to organize a webinar.

4.

The number of full-text downloads (114,000) during 2024 from CPA/APC holdings was a slight decrease from 2023 (120,000) after years of steady growth. However, the 2024 Journal Citation Report showed that CPA/APC's 2-year Impact Factor increased to 1.4, continuing a steadily increasing upward trend: .900 in 2020, .984 in 2021, 1.0 in 2022, and 1.1 in 2023.

5.

In 2024, the ten most-read articles and research included: two from v. 60 (2017): "Social license to operate" and "Digital government and service delivery: An examination of performance and prospects"; one from v. 64 (2021) on "Lobbying "from within": A new perspective on the revolving door and regulatory capture"; one from v. 65 (2022): "The digital era and public sector reforms"; four from v. 66 (2023): "Reforming Canada's federal health-care funding arrangements"; "Government of Canada's teleworking and hybrid policies in the aftermath of the COVID-19 pandemic"; "Oversight and accountability for serious incidents in Canada: Who polices the police?"; "What's going on there? Canadian government policy labs and public value management"; and two were from v. 67: "Public Service in Canada post-COVID-19 pandemic: Transitioning to hybrid work and its implementation challenges"; and "Navigating the challenges of policy evaluation." These figures, however, do not include the massive download rates for several articles in the December 2024 special issue with several downloaded in the thousands: Lindquist intro (1500+); Roberts (1400+); Wernick (5200+); Longo (1700+); Howlett & Migone (1300+); Heintzman & Marson (1100+); Shepherd & Champagne (1200+); Armstrong & Stedman (1200+); eight were in the 800-900 downloads zone; and three were in the 400-500 zone.



6.

During 2024 we planned two IPAC events using content from CPA/APC, but one was deferred:

- A.** October 3, 2024: Invited as CPA Editor and editor of Dec. 2024 special issue on “Re-Positioning the Public Service of Canada” for the Day 1 concluding panel with Michael Wernick for the IPAC Annual Conference in Winnipeg on “Positioning the Public Service for Contemporary Challenges.”
- B.** *We sought to host an IPAC webinar in Fall 2024 to celebrate the 2023 J.E. Hodgetts’ award winners, Drs Eidelman and Lucas, for their June 2023 article “How do municipal mayors and councilors communicate with other levels of government?” but this wound up being deferred to Mar 19, 2025.*
- C.** *David Fulford (IPAC President) and Zac Spicer (Chair of the Research Committee) committed to identifying topics, leveraging articles in CPA/APC, to inform webinars in 2025.*

7.

Looking back to 2024, I want to acknowledge the following for their various contribution to the journal:

- Our editorial team of Luc Juillet, Carey Doberstein, and especially Managing Editor, Christy Paddick, for their commitment, high standards, attention to detail, and counsel. Thank you!
- The many contributors of articles, research notes, SOTAs, and book reviews who chose to submit manuscripts for consideration or responded to invitations, and then respond to advice from peer reviewers and the editors. As always, we appreciate your insights and the high quality of your work.
- The Editorial Advisory Board and many volunteer reviewers (scholars and practitioners) are essential for maintaining the high standards and scholarly integrity of the journal. There were 68 reviewers in all during 2024. The list of reviewers can be found in the March 2025 issue of CPA/APC.
- The IPAC National Office, the IPAC Board of Directors, the Research and Professional Practices Committee, the executive of the Canadian Association of Programs in Public Administration, and Wiley for your encouragement and strong support of CPA/APC.

8.

The March 2025 issue has been published as part of co-managed transitional issue, containing: two practitioner commentaries on the December 2024 special issue; three articles on the OAG as a trusted partner, Canadian’s views on privacy, and for-profit child-care in transition in Nova Scotia; a state-of-the art review of “administrative burden”; and our list of 2024 peer reviewers.

9.

We are looking forward to the publication of a special issue on “Indigenous Resilience & Resurgence in the Transformation of Governance and Public Administration in Canada,” slated for the Sept. 2025 issue.

- On April 1, 2025, the new CPA/APC Editorial team took full charge of the CPA/APC with Christy Paddick continuing as Managing Editor. You can find Rob Shepherd’s “Editor’s Introduction and Félicitations!” here, containing the new editorial team’s vision for the journal going forward and introducing the June 2025 issue, which will soon be published. I cannot overstate how pleased I am with the appointment of Rob as Editor, along with his outstanding editorial team and new Editorial Advisory Board. CPA/APC is in very good hands!
- To conclude, thank you to the IPAC Board of Directors and CEO David Fulford for their support of CPA/APC. Going forward, if you have any questions about the journal, please contact Professor and Editor Rob Shepherd at robertpshepherd@cunet.carleton.ca. EA

Dear Members of the IPAC Executive and Board,

It is my pleasure to prepare this covering letter to accompany Prof. Evert Lindquist’s final annual report in his capacity as Editor for Volume 67 (2024). Let me begin by saying that under Dr. Lindquist’s leadership, the impact factor for the journal increased from 1.1 to 1.4, showing steady growth in readership and impact within the Canadian field. Through his leadership, the network of scholars contributing to the journal has increased. Although the impact factor does not include the sizable practitioner following, the journal continues to be known as the voice of the Canadian field of public policy and public administration.

As the new editor, I am pleased to welcome my team of associate editors: Prof. Kathy McNutt (Regina), who is responsible for managing special issues and assisting me whenever I cannot be available; Prof. Jonathan Paquette (UOttawa), who is the journal’s French language editor; and, Prof. Charles Conteh, who is responsible for research reviews and state-of-the-art (SOTA) pieces, which remain highly read. We meet monthly to discuss current priorities for the journal, including troubleshooting or sharing insights on papers for which we have questions, future issues and how we plan to populate them, special issues with teams of scholars, and special events of the journal including webinars and other activities that promote the journal.

I am also pleased to announce that we have a new Editorial Board comprising 16 members, representing leading academics in Canada, various practitioner communities, students, and minority voices such as Indigenous and visible minority scholars. The board met on June 6th 2025 to discuss the future of the journal and ways in which it can be further promoted to a larger readership. The 2.5 hour discussion was highly useful for the editorial team to support a deeper discussion with the aim of producing a strategic plan. The editorial team will be meeting in-person in Toronto on July 18th with the hope of producing a report for the early fall. This report can be made available to the IPAC board.

In short, plans for the journal fall into three key categories. First, the journal's format has been in place for some time and it works well. However, the editorial team will be experimenting with new ways to engage with a larger audience, including practitioners. One thought for example, is to solicit authors both academic and practitioner to engage in a current debate relevant to the field and timely in terms of current administrative or reform questions. The idea is to enlighten the complexities of the discussion to inform debate on these questions.

Second, we are asking whether there are alternative ways to monetize the journal while at the same time considering whether it can be more actively engaged in activities to raise its profile. The editorial team will be exploring ways to encourage greater interaction between contributors to the journal and its readers. This may take the form of webinars, in-person/hybrid debates, etc. This is where IPAC can play an even more active role in the activities of the journal beyond its academic responsibilities to ensure rigour and its high standards of quality.

Third, the journal's activities could be extended in its efforts to support young up-and-coming scholars. Unlike other journals that triage and simply put papers out for review and make decisions, CPA/APC has taken on the role of mentor especially for younger scholars. The editorial team takes the time to read all papers submitted to the journal and to invest more time supporting young scholars with improving their academic writing skills. The editorial team will be exploring whether there are other ways it can support such activities, while maintaining proactive editorial responsibilities.

With respect to a status report on Volume 68(1), it was a successful effort to transition from Dr. Lindquist's leadership to my own. I valued the many insights that Evert had to offer, including the many comments and learning opportunities offered by Christy Paddick. These learning points were also passed along to our editorial team. I would add here that Prof. Carey Doberstein and Prof. Luc Juillet continue to be active members of the editorial board, and have generously provided the new associate editors with the benefit of their experience by offering special tools as well as their plans for future issues. The editorial team continues to work with each of them to ensure the transitions are as smooth as possible.

The June issue, Volume 68(2), is available on preview including access to my own message of introduction as the new Editor. There are several topics of interest in this volume including the changing nature of public sector work, which practitioners may find insightful. Volume 68(3) is a special issue on Indigenous administrative reform, and the guest editors are busy putting these papers out for review and providing editorial comments. Volume 68(4), the December issue, is almost full with several papers out for review or being revised by authors. In fact, our plans now include populating Volume 69(1), which bodes well for the journal's future as it demonstrates high interest in publishing in our journal.

In short, I am very pleased to be working with such a wonderful team of scholars in Kathy, Jonathan and Charles, as well as the most capable of managing editors in Christy Paddick. I look forward to carrying on the proud tradition of this journal to support the Canadian field established by previous editors including Dr. Lindquist, while also welcoming more comparative pieces in the international scholarly space. It is also a pleasure to continue working with IPAC and its members to improve our field and our place in the world as a high quality public service.



– *Robert P. Shepherd*
Professor, School of Public Policy &
Administration, Carleton University

Domestic and 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.

The 2024 year was again another difficult year for IPAC International Programs. The focus for International Development funding on the public service is still at very low levels and we saw fewer opportunities for IPAC. As well, the resources currently available at IPAC are limited. Our international work is much reduced from years before the pandemic; however, it remains a part of the IPAC activities and the value of the International Development work that IPAC does is still a focus for us.

Program Management Highlights


The Institute is working with Cowater International, to act as the supporting partner in a seven-year project funded by GAC, called Canadian Trade and Investment Facility for Development (CTIF). CTIF's main goal is to support trade and investment policy reforms that promote inclusive and sustainable growth in developing countries in the Asia-Pacific region. CTIF provides technical expertise and targeted interventions for trade and investment policy reform initiatives. Due to the slowdown of work during the pandemic, the project is behind in spending. In 2024 the project received a one-year unfunded extension to March 31, 2026.

The seven-year Expert Deployment Mechanism for Trade and Development (EDM) Project is also in partnership with Cowater Sogema. EDM offers technical assistance to support the negotiation and implementation of free trade agreements (FTAs) and foreign investment protection agreements (FIPAs) between Canada and its developing and emerging market trading partners eligible to receive official development assistance (ODA). Due to the slowdown of work during the pandemic, the project is behind in spending. In 2024 the project also received a one-year unfunded extension to March 31, 2026.


Regarding Domestic consulting work, IPAC placed a clear focus on our training programs in Canada in 2024. Our Domestic work was comprised of Aboriginal Governance work, Design Thinking with the Danish Design Centre, AI training with Microsoft, Ethics training with Schulich School of Business along with webinars and other training with sponsors such as Deloitte. These programs were delivered virtually and were extremely successful for IPAC ensuring a financially successful Domestic Program area in 2024.

IPAC continues to work with a clear focus to build and share public service learning and expertise in Canada and around the world.

DIP Committee Members

 Noah Arshinoff

 Norma MacIsaac

 Scott Duff

 Ed Sajecki



– *Noah Arshinoff*
Chair, Domestic and International
Programs Committee



Indigenous Governments Programs Report

Engaging and partnering with Indigenous governments is a continuing priority for IPAC as well as all governments across Canada. We acknowledge IPAC, its members, partners, and sponsors conduct activities spanning many Indigenous Territories from coast-to-coast-to-coast, and we are grateful for our Indigenous partners, especially the Knowledge Keepers and Elders who have guided this work.

IPAC is a partner on the Rebuilding First Nations Governance (RFNG) Project led by Carleton University and the Centre for First Nations Governance (CFNG). The project is funded by Social Sciences and Humanities Research Council, supporting the research over 6 years. Rebuilding First Nations Governance (RFNG) is a national alliance of First Nation communities and Tribal Councils, academic researchers and public sector practitioners created to support First Nations leadership and rights holders that have made the decision to transition out from under the Indian Act to their own inherent rights governance.

RFNG aims to provide applied research and analysis directed by First Nations governments who are working to master or to leave behind Indian Act governance. RFNG project partners include six First Nations and two Tribal Councils, six Canadian universities, three non-governmental organizations and 35 academic researchers and practitioners in Canada and the United States.



RFNG | Rebuilding
First Nations
Governance



Several activities under the project were hosted during 2023. First Nations Elders, leaders, and administrators gathered with practitioners, academics, and other experienced individuals for Rekindling the Fire at Carleton University in Algonquin territory June 11-12, 2023. Organized by the Rebuilding First Nations Governance (RFNG) project in partnership with the Centre for First Nations Governance (CFNG), the gathering was an opportunity for partner First Nations to share and learn from each other about how they are working to overcome the Indian Act and transition to self-government under their own inherent rights. Over 2 days of discussion it emerged that the people, language, and land are key building blocks for partner communities and nations as they rebuild their governing structures and laws to exercise their inherent rights and leave the Indian Act behind.

Publications and research are also a key part of the project. A new series of high-level briefings on key governance issues called “Shortcuts” have been published, designed for First Nations councils and administrators or anyone who needs a quick introduction to topics like consultation and accommodation, or Free, Prior and Informed Consent. As well, the document *Connecting the Dots to Reveal a New Picture: A Report on Indian Act By-Law Enforcement Issues Faced by First Nations in Nova Scotia and Beyond* by Naomi Metallic and Roy Stewart was published in 2023 to research the challenges facing First Nations in Nova Scotia in assuming jurisdictional control through Indian Act by-laws.



Awards Report



IPAC  IAPC | THE VANIER MEDAL

Peter Wallace
 Senior Advisor at the Boston Consulting Group, a Fellow at the Munk Institute of Global Affairs and Public Policy and a Fellow at the CD Howe Institute



Peter Wallace will accept the Vanier Medal at IPAC's Annual Conference in Winnipeg from October 2nd – 4th, 2024, where he will speak on the importance of the public sector in a changing world.

Each year, IPAC awards the Vanier Medal to a person who has demonstrated outstanding leadership in public administration and public service in Canada, or who has made a substantial contribution to these fields as a symbol of distinction and extraordinary accomplishment. The award honours Georges Vanier, the first French-Canadian Governor General of Canada, who was deeply committed to public service. It is IPAC's highest form of recognition.

The 2024 Vanier Medal was awarded to Peter Wallace, a now retired leader who served a remarkable 35-year career in key leadership roles across all three levels of the Canadian Government. He has held some of Canada's most senior public service positions, including Secretary of Cabinet in Ontario, City Manager of Toronto, and Secretary of the Treasury Board of Canada. From leading Ontario through the 2008 financial crisis to overseeing Canada's COVID-19 response, Peter has consistently delivered results on the most complex policy and governance challenges.

Respected for his integrity, diplomacy, and inclusive approach, Peter is known for speaking truth to power and building strong, value-driven teams. His legacy includes significant reforms in education, energy, public finance, and intergovernmental collaboration. Peter Wallace embodies the highest ideals of public service and is a most deserving winner of the Vanier Medal.

Established Leader Award in Public Sector Excellence

The IPAC Award for Established Leaders recognizes leaders in public administration who have made substantive achievements over many years and whose work has made a significant contribution to the public interest. These individuals also reflect the ideals of public administration, and they have advanced confidence and trust in their respective fields.

- Carlene Alexander – Ontario Treasury Board Secretariat
- Dr. Akolisa Ufodike – Deputy Minister, Ministry of Immigration and Multiculturalism, Alberta

Emerging Leader Award in Public Sector Excellence

Promising new public administration leaders with five years or less of experience whose work has significantly impacted the public interest are given the IPAC Award for Emerging Leaders. These people should also represent the principles of public management and will be highly trusted and confident in their field.

- Dr. James FitzGerald – Policy Analyst, Natural Resources Canada
- Jessica Forbes – Provincial Coordinator, Integrated Service Delivery, Government of New Brunswick

Innovation Award in Public Sector Excellence

The IPAC Award in Innovation recognizes an individual or organization that has produced an exceptional change or new way of doing things that serves the public interest.

- BC Ministry of Health Cardiovascular Diseases Team – BC Ministry of Health
- BC Network Connectivity Services Team – BC Ministry of Citizens' Services
- York Region Transit Team – Regional Municipality of York

Distinguished Service in Mental Health Promotion Award in Public Sector Excellence

An individual or organization with an exceptional track record of providing innovative and ongoing mental health programs to individuals or a community is recognized with the IPAC Award for Distinguished Service in Mental Health Promotion.

- Durham Family Services Division – Regional Municipality of Durham

76th National Annual Conference



OCTOBER 2-4, 2024
2024
IPAC ANNUAL CONFERENCE
 Trust, Change, and Public Administration

OCTOBRE 2-4, 2024
2024
CONFÉRENCE ANNUELLE D'IPAC
 Confiance, changement et administration publique



The Institute of Public Administration of Canada proudly hosted its 76th National Annual Conference from October 2–4, 2024, in a hybrid format at the RBC Convention Centre in Winnipeg, Manitoba, and online. Under the theme “Trust, Change, and Public Administration,” the conference brought together over 1,300 attendees, including public servants, senior executives, academics, and thought leaders from across Canada.

Thought Leadership and Keynotes

The program showcased dynamic keynote sessions featuring some of the most influential voices in Canadian public administration. Highlights included:

- The Honourable Robert Rae, Canada’s Ambassador and Permanent Representative to the United Nations, who delivered the closing keynote on policymaking in times of crisis.
- Mark Schaan, Deputy Secretary to the Cabinet (Artificial Intelligence), who opened Friday’s sessions with a powerful address on Navigating AI in the public sector.
- Prominent senior leaders also shared their insights including Christiane Fox, Deputy Clerk of the Privy Council Office and Associate Secretary to the Cabinet, Government of Canada; Mala Khanna, Deputy Secretary to the Cabinet, Government of Canada; and Sarah Thiele, Clerk of the Executive Council and Cabinet Secretary, Government of Manitoba.

The conference was also supported by dedicated Conference Champions who played a key role in guiding the event: Jan Forster (Deputy Minister, Government of Manitoba), Diane Gray (President, Prairies Economic Development Canada), and Felicia Wiltshire (Director, City of Winnipeg).



Program Highlights

The three-day conference featured 15+ sessions in various formats, including keynotes, concurrent breakouts, awards presentations, and networking events. Key topics explored included:

- Public policy and governance amid complexity
- The housing crisis
- Artificial Intelligence and digital transformation
- Flexible leadership and evolving work models
- Indigenous health, governance, and treaties
- Climate change and resilience in the public sector

Participants benefited from:

- A three-day headshot salon for in-person attendees
- Extended lunch and break times to encourage deeper networking
- A “Networking Hub” with peer meetups and an “AI in Action” demo zone
- Guided local tours and cultural programming in downtown Winnipeg



Celebrating Public Sector Excellence

Throughout the conference, IPAC recognized innovation and leadership through IPAC’s National Awards program, with recipient videos and on-stage presentations offering inspiration and recognition to the public service community:



Vanier Medal Presentation – Peter Wallace was honoured for his outstanding Leadership



Innovation Award – Celebrated forward-thinking projects and partnerships



Emerging Leader Award – Honouring future-focused public servants.



Mental Health and Wellness Award



Innovation Award – Celebrated forward-thinking projects and partnerships



Established Leader Award – Recognized experienced changemakers.

Inclusivity and Community Partnerships

This year’s program was shaped in collaboration with IPAC’s Manitoba Regional Group and enriched by partnerships with:

- Public Service Pride Network
- National Managers’ Community
- Black Executives Network
- Infinity (Network for Neurodivergent Public Servants)

These relations ensured a more inclusive and representative space for learning and connection.

Acknowledgements:

This year’s conference was made possible thanks to generous support from our sponsors, including Platinum Sponsor Deloitte, and Gold Sponsors Microsoft and Blueprint.

The success of the 2024 conference reflects the hard work of IPAC National staff, volunteers, and the Winnipeg Regional Group, whose collective efforts brought this landmark event to life. The conversations and connections made during the event will continue to shape and strengthen Canada’s public service.



New Professionals Network

IPAC New Professionals Report 2024

On January 16, 2025, the Institute of Public Administration of Canada (IPAC) hosted a successful New Professionals event with participants from across the country. This fully virtual, one-day event was designed to equip early-career public servants with the knowledge, tools, and connections needed to thrive in a rapidly evolving public sector.

The event featured an engaging lineup of sessions tailored to the unique needs of emerging leaders and provided opportunities for several new professionals to serve on panels and moderate discussions. Sessions provided a rich and engaging learning experience, reinforcing IPAC's ongoing commitment to supporting the development of Canada's future public service leaders.

Across all levels of government, public servants recognize that collaboration, mutual support, and lifelong learning are essential to navigating today's complex challenges. IPAC's New Professionals event served as a vital platform to strengthen these values—offering participants opportunities to connect, exchange ideas, and embrace continuous professional growth. In an era of rapid change, the event underscored the importance of adaptability and forward-thinking to ensure a resilient and innovative public service.

In addition to the event's success, the New Professionals Network formally established a national committee to support and expand its reach. The committee is organized into three dedicated working groups:

- Communications & Marketing
- Outreach & Membership
- Professional Development

Each group operates under a clear mandate to guide its initiatives and contributions. Collectively, they ensure that IPAC's programming remains responsive to the evolving career needs of new professionals in public service. Key areas of focus include:

- Supporting networking opportunities
- Developing professional development programming
- Fostering and growing the New Professionals Network
- Organizing events and sessions tailored to early-career professionals
- Providing advice and New Professional perspectives to the National IPAC Committee

Through these efforts, IPAC continues to empower the next generation of public sector leaders. To learn more or get involved (we would love to have you join!), please visit the New Professionals webpage at ipac.ca.



IPAC's 19th National Leadership Summit, themed "Leading with Integrity: Transformative Leadership in Public Service," was held virtually on March 7, 2024, drawing over 1700 participants from across Canada's public sector. Hosted on a fully virtual platform, the event brought together senior leaders, public servants, and academics for a full day of dynamic dialogue, leadership development, and forward-looking public administration insight.

The Summit focused on the evolving nature of leadership in a time of social, economic, and technological change. Through keynote addresses, panel discussions, and concurrent workshops, participants explored innovative solutions, real-world case studies, and strategies to lead with empathy, resilience, and integrity.

Featured Highlights

Opening Welcome

The Summit opened with remarks from Jhannell Edwards, Strategic Communications Advisor with the Black Executives Network Secretariat; Paul LaFleche, IPAC President; and James Gordon, Managing Partner at Deloitte, setting the stage for a day of thoughtful leadership reflection.

Keynote Fireside Chat

A powerful fireside conversation featured Her Excellency the Right Honourable Mary Simon, Governor General of Canada, in dialogue with Janice Charette, former Clerk of the Privy Council, moderated by Christiane Fox, Deputy Clerk of the Privy Council. The session highlighted the importance of reconciliation, inclusive leadership, and institutional transformation.

Program Themes & Sessions

Municipal Leadership in Crisis

Senior leaders such as Shari Lichterman (City of Mississauga) and Cathie O'Toole (Halifax) addressed infrastructure challenges, service delivery innovation, and navigating complexity in local government.

AI for Public Good

With speakers from Microsoft Canada and ESDC, including John Weigelt, Nadia Shaikh-Naeem, and Doug Woodworth, this session explored how artificial intelligence is reshaping service delivery and enhancing citizen experience.

Concurrent Breakouts:

Participants selected from three deep-dive leadership sessions:

- "Authentic Conversations in a Virtual Environment" with Dr. Ellen Choi (TMU)
- "Enabling an Affordable Energy Transition" with Erica Iannotti, Robby Sohi, and others
- "Leading in Disruptive Times" with Leslie Woo, Pedro Barata, Jeremy Hewitt, and Samina Sami

IPAC  IAPC
19TH ANNUAL IPAC LEADERSHIP SUMMIT
 Leading with Integrity: Transformative Leadership in Public Service

Join us virtually March 7th
REGISTER TODAY

IPAC's National Leadership Conference gives decision makers, public servants, and academics across the country the opportunity to engage with leaders who have successfully tackled change, adapted to complexities, and cultivated empowerment.

SESSION HIGHLIGHTS **MARCH 7, 2024**

Keynote Speaker

Fireside Discussion
 Her Excellency the Right Honourable Mary Simon, Governor General of Canada, will take part in a fireside discussion with **Janice Charette**, former clerk of the Privy Council, and moderated by **Christiane Fox**, Deputy Clerk of the Privy Council. The Governor General will discuss the importance of diverse and inclusive leadership, and how a greater appreciation for reconciliation can transform our nation and ourselves.

Conference Master of Ceremonies
 Jhannell Edwards, Strategic Communications Advisor, The Black Executives Network (BEN) Secretariat, Government of Canada

Welcome Remarks
 James Gordon and Paul LaFleche

Navigating New Challenges: Local Government in a Constantly Changing World
 Shari Lichterman, Cathie O'Toole, and moderated by Zac Spicer

Revolutionizing Citizen Services and Fueling Canada's Prosperity with AI
 John Weigelt, Nadia Shaikh-Naem, Doug Woodworth and moderated by Neil Desai

CLICK TO REGISTER TODAY
WWW.IPAC.CA

IPAC  IAPC
19TH ANNUAL IPAC LEADERSHIP SUMMIT
 Leading with Integrity: Transformative Leadership in Public Service

Join us virtually March 7th
REGISTER TODAY

SESSION HIGHLIGHTS **MARCH 7, 2024**

Authentic Conversations in a Virtual Environment
 Ellen Choi

Enabling an Affordable Energy Transition – Learning from Other Jurisdictions
 Erica Iannotti, Robby Sohi, and moderated by Mielka Buckley-Pearson

Leading in Disruptive Times: How to Lead Through Uncertainty and Rapid Change
 Leslie Woo, Pedro Barata, Jeremy Hewitt, and moderated by Samina Sami

Stories of Resilience and Impact: Women Redefining Leadership
 Shannon Salter, Frances McRae, Mary Madigan-Lee and moderated by Tene Knibbs

From Rhetoric to Reality – Real Solutions to Supply and Demand Challenges in Housing
 Dan McKenna, Jennifer Shulman and moderated by Deanna Veltri

CLICK TO REGISTER TODAY

THANK YOU TO OUR SPONSORS AND SUPPORTERS

Deloitte  **Microsoft**

   **IPAC  IAPC**
 TORONTO **WWW.IPAC.CA**

Women Redefining Leadership

An all-female panel including Shannon Salter, Frances McRae, and Mary Madigan-Lee shared lessons on adaptive leadership, values-based impact, and workforce transformation, moderated by Tene Knibbs of Deloitte.

Housing Solutions Panel

The final keynote featured Dan McKenna (Nightingale Housing, Australia) and Jennifer Shulman (Deloitte Canada), moderated by Deanna Veltri, addressing real-world solutions to Canada's housing supply and demand challenges.

Closing Remarks

The day concluded with final thoughts from Jhannell Edwards, reinforcing the importance of integrity, innovation, and resilience in public sector leadership.

Impact

Participants praised the high-caliber speakers, actionable insights, and the interactive, inclusive format of the Summit. The event highlighted IPAC's continuing role as a national convener of forward-thinking public service dialogue.

The 2024 Leadership Summit was made possible through the support of Deloitte, Microsoft, Toronto Metropolitan University, the National Managers' Community, IPAC Toronto, and many others whose partnership helped deliver a truly impactful day.





On behalf of the IPAC Board of Directors, I present the following report, which serves as an overview of IPAC's financial performance over the past fiscal year, its financial status at the 2024 year-end, and an indication of the financial status of the organization for the coming year. Audited statements for IPAC's 2024 fiscal year are included in this report along with the unqualified auditors report.

We are pleased to present that 2024 was a highly successful year for IPAC and that the organization is on track to become fully fiscally sustainable once more. We are actively building the Sustainability Fund to aid us through any future difficult periods. The year 2024 ended with a surplus of over \$84k, which was about \$29k over budget. This is the most successful year we have had since 2017.

Our partnerships with other organizations were immensely successful. We continued to offer virtual programs and training to include participants from all levels of government across Canada. Our training programs included Design Skill for Public Innovation with the Danish Design Centre, Integrity First: Values and Ethics for a Modern Public Service with Schulich School of Business, Navigating AI: A Practical Guide for Public Servants with Microsoft and Human and Social Services Learning Academy with Deloitte. These programs were all very well received and generated revenue for IPAC during 2024.

In 2024 IPAC engaged members as well as corporate partners and as a result our Annual Conference was very well attended both virtually and in-person and was successful in drawing both attendees and sponsors. IPAC also increased the Institutional Partnerships during the year over the previous year. IPAC was again challenged by the continued slow down of International Development work. Available resources to appropriately respond to any international opportunities is also an issue.

Many governments have continued to reduce funding for not-for-profits including IPAC. IPAC has once more reduced costs by moving from our small, leased office space to an office space at York University therefore reducing overhead costs once more. IPAC has also refrained from replacing staff that have left over the last few years, therefore keeping payroll and related costs at a minimum. IPAC, in early 2024, carefully invested resources in modernizing our website in 2024 and we are quite pleased with the results.

2025 starts with great optimism and the year has started with increased partnerships, and successful events. The year ahead is looking very positive, however we can not continue in the long term at this pace with the current reduced staffing levels. We did not budget for increased staffing in 2025; however we will be looking at this when we prepare our 2026 budget. IPAC will continue to need your ongoing support to thrive as a financially sustainable, relevant organization, supporting and promoting Canadian public service.

I would like to take this opportunity to thank our Finance and Risk Assessment Committee and the Audit Committee for their support and commitment. The membership of each committee includes:

Finance and Risk Assessment Committee:

Audit Committee:

- Darinka Pejic (Chair)
- Sean Elliot
- Mala Khanna
- Lori Kimball
- Paul T. LaFleche

- Darinka Pejic (Chair)
- Giles Gherson
- Mala Khanna
- Lori Kimball
- Paul T. LaFleche
- Amar Singh

I would also like to thank the management and staff of IPAC, for their leadership, commitment, and prudent management of resources.



– *Darinka Pejic*
Treasurer





Financial Statements

The Institute of Public Administration of
Canada

December 31, 2024

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Independent Auditor's Report

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To the Members of
The Institute of Public Administration of Canada

Opinion

We have audited the financial statements of The Institute of Public Administration of Canada (the "Organization"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2024, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with ASNPO, 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Doane Grant Thornton LLP

Toronto, Canada
June 13, 2025

Chartered Professional Accountants
Licensed Public Accountants

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Financial Position
As at December 31, 2024

Assets		
	2024	2023
Current Assets		
Cash	\$ 252,085	\$ 348,468
Accounts receivable	430,450	167,581
Prepaid expenses and other current assets	23,984	52,147
	706,519	568,196
Non-Current Assets		
Property and equipment (Note 3)	22,926	36,570
	\$ 729,445	\$ 604,766
Liabilities and Fund Balances		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 188,949	\$ 158,086
Deferred revenue and contributions (Note 4)	365,706	315,431
Loan payable (Note 5)	-	40,000
	554,655	513,517
Fund Balances (Note 2(a))		
Sustainability Fund (Unrestricted)	151,864	54,679
Investment in property and equipment	22,926	36,570
	174,790	91,249
	\$ 729,445	\$ 604,766

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, 2024

	2024 <u>Budget</u> (Unaudited - Note 9)	2024 <u>Actual</u>	2023 <u>Actual</u>
Revenue			
Annual conference	\$ 415,000	\$ 488,631	\$ 496,580
Membership fees	365,000	386,358	404,485
Research projects	255,000	336,545	124,414
Other conferences and workshops	280,000	249,942	251,900
Other income	120,000	106,852	112,728
Subscription and sales	35,350	42,994	37,620
Other international funding	100,000	30,642	45,055
	<u>1,570,350</u>	<u>1,641,964</u>	<u>1,472,782</u>
Expenses			
Operating expenses			
Annual conference	280,000	371,127	280,655
Research projects	71,000	107,302	51,732
Publications	19,000	16,826	15,608
Other conferences and workshops	47,500	15,421	22,213
Regional groups and membership services	18,000	10,086	6,819
Honours and awards	9,000	4,812	5,256
Other international projects	30,000	1,159	564
	<u>474,500</u>	<u>526,733</u>	<u>382,847</u>
Administration expenses			
Salaries, wages and benefits	856,990	771,733	756,555
Other administrative expenses	151,500	213,287	182,129
Amortization of property and equipment	20,000	24,258	21,231
Rent, caretaking and utilities	38,500	22,371	159,394
Board committee	1,000	41	-
	<u>1,067,990</u>	<u>1,031,690</u>	<u>1,119,309</u>
	<u>1,542,490</u>	<u>1,558,423</u>	<u>1,502,156</u>
Excess (deficiency) of revenue over expenses	\$ 27,860	\$ 83,541	\$ (29,374)

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

Statement of Changes in Fund Balances

For the year ended December 31, 2024

	Sustainability Fund (Unrestricted)		Investment in property and equipment		Total	
	2024 <u>Budget</u> (Unaudited Note 9)	2024 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Budget</u> (Unaudited Note 9)	2023 <u>Actual</u>	2024 <u>Actual</u>
Fund balances,						
beginning of year	\$ 54,679	\$ 54,679	\$ 79,797	\$ 36,570	\$ 40,826	\$ 91,249
Excess (deficiency) of						
of revenue						
over expenses	27,860	83,541	(29,374)	27,860	-	(29,374)
Amortization	20,000	24,258	21,231	(20,000)	(21,231)	-
Purchase of property						
and equipment	(15,000)	(10,614)	(16,975)	15,000	16,975	-
Fund balances,						
end of year	\$ 87,539	\$ 151,864	\$ 54,679	\$ 31,570	\$ 36,570	\$ 174,790
						\$ 91,249

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Cash Flows
For the year ended December 31, 2024

	2024	2023
	<u>Total</u>	<u>Total</u>
Operating activities		
Excess (deficiency) of revenue over expenses	\$ 83,541	\$ (29,374)
Amortization of property and equipment	<u>24,258</u>	<u>21,231</u>
	107,799	(8,143)
Changes in non-cash working capital items		
Accounts receivable	(262,869)	37,836
Prepaid expenses and other current assets	28,163	(11,043)
Accounts payable and accrued liabilities	30,863	(40,933)
Deferred revenue and contributions	<u>50,275</u>	<u>72,013</u>
	(45,769)	49,730
Financing activities		
Repayment of loan payable	<u>(40,000)</u>	-
Investing activities		
Purchase of property and equipment	<u>(10,614)</u>	<u>(16,975)</u>
Net (decrease) increase in cash	(96,383)	32,755
Cash, beginning of year	<u>348,468</u>	<u>315,713</u>
Cash, end of year	<u>\$ 252,085</u>	<u>\$ 348,468</u>

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

Notes to the Financial Statements

Year ended December 31, 2024

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.

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. Funds received for contributions are deferred and recognized in revenue at the time the related expenses are incurred. These funds are not segregated from general funds except at the specific request of the donor.

Contributed services

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

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.

Subscription and sales

Revenue is recognized when products are delivered to customers. Revenue is stated net of discounts and returns.

Conference and workshop fees

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

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to the Financial Statements
Year ended December 31, 2024

2. Summary of significant accounting policies (continued)

Special project funds

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

(c) 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.

(d) Foreign currency translation

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

(e) 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, and accounts payable.

Initial measurement

The Institute's financial assets and liabilities are measured at fair value, less related financing fees and transaction costs. In the case of financial assets or liabilities that will be subsequently measured at amortized cost, fair value is adjusted for financing fees and transaction costs.

Financial assets and liabilities in related party transactions are initially measured at cost, with the exception of certain instruments which are initially measured at fair value. The Institute does not have any financial assets or liabilities in related party transactions which are initially measured at fair value.

Subsequent measurement

At each reporting date, the Institute measures its financial assets and liabilities at amortized cost (including any impairment in the case of financial assets) except for cash.

Financial assets and liabilities recognized in related party transactions are subsequently measured based on how the Institute initially measured the instrument. Financial instruments initially measured at cost are subsequently measured at cost, less any impairment for financial assets. Financial instruments initially measured at fair value, of which the Institute has none, would be subsequently measured at amortized cost or fair value based on certain conditions.

Impairment

With respect to financial assets measured at amortized cost, the Institute assesses whether there are any indications of impairment. If an indication of impairment exists, an impairment loss is recognized in operations. The reversal of a previously recognized impairment loss is recognized in operations in the year the reversal occurs.

(f) 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 (deficiency) of revenue over expenses as appropriate in the year they become known.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to the Financial Statements
Year ended December 31, 2024

2. Summary of significant accounting policies (continued)

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.

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THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to the Financial Statements
Year ended December 31, 2024

3. Property and equipment

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net 2024</u>	<u>Net 2023</u>
Computer equipment	<u>\$ 460,756</u>	<u>\$ 437,830</u>	<u>\$ 22,926</u>	<u>\$ 36,570</u>

4. Deferred revenue and contributions

	<u>2023</u>	<u>Received</u>	<u>Recognized</u>	<u>2024</u>
Membership fees	\$ 221,014	\$ 380,868	\$ 361,732	\$ 240,150
Sponsorship	30,000	45,000	30,000	45,000
Other conferences	40,000	66,598	65,898	40,700
Salary funding	12,508	60,000	57,508	15,000
Other training	-	38,912	25,965	12,947
Study teams	11,909	-	-	11,909
Annual conference	-	216,356	216,356	-
CPA funding	-	31,334	31,334	-
	<u>\$ 315,431</u>	<u>\$ 839,068</u>	<u>\$ 788,793</u>	<u>\$ 365,706</u>

5. Loan payable

The Institute received a loan under the Canada Emergency Business Account program ("CEBA"), 33% of which was eligible for loan forgiveness if the loan was fully repaid on or before January 18, 2024. The loan was interest free and due no later than January 18, 2024. The Institute repaid the loan on January 15, 2024 and has recorded the forgivable portion of \$20,000 in other income in the statement of operations in 2021 when it was reasonably certain of its repayment.

6. Pension plan

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 \$12,529 (2023 - \$12,912) in contributions were made to the pension plan and the expense was included in salaries, wages and benefits.

7. Multi-year contractual obligations

Expert Deployment Mechanism for Trade and Development (EDM) Project

On October 31, 2018, the Institute has entered into an agreement with Global Affairs Canada ("GAC" legally incorporated as Department of Foreign Affairs, Trade and Development (DFATD)) and Cowater International Inc., to act as the minor partner in a seven year project funded by GAC. Total value of agreement is \$16,525,000. Based on a partnership agreement with Cowater International Inc., the Institute will recover all direct costs incurred and will receive 10% of all other margins earned on the project. EDM will offer technical assistance to support the negotiation and implementation of free trade agreements (FTAs) and foreign investment protection agreements (FIPAs) between Canada and its developing and emerging market trading partners eligible to receive official development assistance (ODA).

Canadian Trade and Investment Facility for Development (CTIF) Project

On March 31, 2018, the Institute has entered into an agreement with DFATD and Cowater International Inc., to act as the minor partner in a seven year project funded by DFATD. Total value of agreement is \$11,627,000. Based on a partnership agreement with Cowater International Inc., the Institute will recover all direct costs incurred and will receive 10% of all other margins earned on the project. CTIF's main goal is to support trade and investment policy reforms that promote inclusive and sustainable growth in developing countries in the Asia-Pacific region. CTIF provides technical expertise and targeted interventions for trade and investment policy reform initiatives.

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8. 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.

9. 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.

10. 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, 2024, the allowance for doubtful accounts is \$3,315 (2023 - \$1,626).

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.

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.

11. Operating line of credit and irrevocable letters of credit

The Institute has a line of credit of \$30,000 from a Canadian chartered bank bearing interest at the bank's prime interest rate plus 1.0% per annum. As of December 31, 2024, the outstanding balance for the operating line of credit was \$Nil (2023 - \$Nil).

12. Comparative figures

Certain comparative figures have been reclassified from those previously presented to conform with current year's presentation.