

IPAC  IAPC

ANNUAL REPORT

2022



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 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.

WWW.IPAC.CA

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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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Message from the President

It has been my honour over the past year to serve as the 2022-23 President of the Institute of Public Administration of Canada (IPAC). I am pleased to present to you the 2022 IPAC Annual Report, a testament to our collective dedication to supporting excellence in Canada's public sector. A big "Thank you" to our entire team for their unwavering commitment to IPAC. The work that we do serves and supports the work and career development of public servants from coast to coast to coast at all levels of government – federal, provincial, territorial, municipal, and Indigenous.

The past year has witnessed an acceleration in the pace of our modernization plan, including a reimagining of our business model. IPAC has successfully pivoted to embrace a strategic partnership model to provide greater financial stability while simultaneously enriching our scope and growing our impact. I am delighted to report that our strategic partners now include the University of Waterloo, Bank of Canada, Toronto Metropolitan University, Conference Board of Canada, multiple consulting firms, and AMAPCEO, the association of Ontario's professional employees. Our partnerships with these organizations have strengthened the quality of our programming and conferences and positioned us as a hub of knowledge dissemination and thought leadership. We are better able to deliver greater value to our members.

The small but mighty team at IPAC National organized the 2022 Annual Conference last September, which was a resounding success. It is our signature event annually that celebrates knowledge exchange and collaboration. The event witnessed an extraordinary turnout of over 1,100, replete with thought-provoking discussions, distinguished speakers, and captivating breakout sessions.

Our commitment to fostering engagement remains steadfast. A number of our regions have resumed hosting organized in-person events following the Covid Pandemic interlude, reinvigorating our sense of community and reinforcing the value of being an IPAC member.

The success of our Leadership Summit in March stands as a noteworthy achievement, with attendance reaching the highest we have seen in IPAC history. We recorded a total attendance of 1,700 guests at this year's summit. The diverse array of speakers and sessions underscored our commitment to inclusivity, a cornerstone of IPAC's ethos. Moreover, the reinvigorated programming offered by IPAC National in recent months underscores our dedication to curating timely and relevant content for members during a time of considerable social and economic change, and geopolitical instability.

IPAC's legacy, rooted in excellence and innovation, positions us to address the ever-evolving needs of the public service. I am grateful for the unwavering dedication of our IPAC community across Canada, whose collective efforts have guided us through these challenging times. The road ahead is not without obstacles; however, I remain profoundly optimistic about the future of IPAC.

It's been a privilege to serve as President, and I look forward to continuing to support IPAC long into the future including in my role as Past President for a year.



- *Giles Gherson*

September 2023



Regional Group Council



This is my first report as the RCG Chair, but I have had the privilege of being a part of IPAC for many years and in many different capacities. Having served as Chair of IPAC Manitoba Region where we helped carry forward IPAC's National Year of Dialogue following the Truth and Reconciliation Commission's Calls to Action was a definitive period of both our national and IPAC history.

When I moved to Ottawa to pursue my career as a public servant, one of the first things I did was to look up the local IPAC chapter. What I found in the IPAC NCR chapter was the typical group of dedicated and committed public servants that I had come to know from my Manitoba experience. These were my kind of people and the embodiment of IPAC.

Being a part of the IPAC-NCR Board certainly opened the opportunity for me to continue my IPAC experience by taking on the role of Regional Group Council Chair. Even though I've been with this organization for well over 15 years, this has been a whole new adventure.

The strength of IPAC has been, and is, it's regions. We are a national organization that is uniquely connected into the heart of the regions across Canada.

Our main priority this year as a Regional Group Council has been growing capacity within and across regions. This priority was originally launched by our previous Chair, Matt Campbell from Nova Scotia Region.

Going forward, building the strength of our regional groups will continue to be a priority of the Regional Group Council. We have many regions who are putting on interesting and interactive events, who have strong governance structures, and who most importantly are passionate and have fun as we advance excellence in public administration.

I'm looking forward to the year ahead, as we strengthen our organization from coast-to coast.



– *Rob McLeary*
Regional Group Council Chair
Director, IPAC-NCR



Regions
December 8/22

1639 active members





Regions
January 9/23

1520 active members



Research and Outreach Report



Highlights of the Research committee's work to advance insights and knowledge of public administration in Canada include:

- Partnered with Toronto Metropolitan University on a survey project with 2,000 Canadian remote workers, including 500 in the public sector, to understand how to best support employees working remotely – which found public sector workers had less flexibility working remotely than the private sector.
- Released a digital case study on Indigenous digital governance and online voting by First Nations in Canada with the Policy Ready Case Study series.
- Supported Canadian Public Administration – Canada's leading academic journal for research on public administration – and two book series on public administration.
- Continued a strong partnership with the Canadian Association of Programs in Public Administration supporting the next generation of public servants, including through its annual National Student and Thought Leadership Awards and case competition.

Committee members:

- Susan Brown
- Ardith Plant
- Jessica Drakul
- Brenda Librecz
- Evert Lindquist
- Brooke Jeffrey
- Luc Juillet



– *Sam Andrey*
Chair, Research and
Professional Practices
Committee



Canadian Public Administration
Volume 65 (2022) Annual Report

CANADIAN PUBLIC ADMINISTRATION
ADMINISTRATION PUBLIQUE DU CANADA



This is my 12th annual report as Editor. The editorial team was comprised of Associate Editors Luc Juillet (University of Ottawa) and Carey Doberstein (University of British Columbia), and Managing Editor Christy Paddick. Luc handles the French manuscripts, the English manuscripts where I have a conflict-of-interest, and chairs the Hodgetts and Parenteau panels for choosing the best articles in each volume. Carey is responsible for our New Frontiers and Book Reviews features. Christy manages ScholarOne and provides fantastic support to the editors, those who submit manuscripts, and reviewers. She also liaises with Wiley, our publisher, on a variety of technical matters. Christiane Miroglio handles the translations from English to French for the journal.



– *Evert O. Lindquist*
Professor, School of Public
Administration, University of Victoria

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. CPA/APC is a valuable tool in IPAC's marketing and membership recruitment arsenal.

In **2022**, the highlights for CPA/APC were as follows:

1

We received 61 manuscripts and published four issues with a total of 33 original articles (4 in French), 3 research notes, and 4 New Frontiers notes. New Frontiers provides a survey of “must read” articles and books on leading-edge issues or developments in the field. Published manuscripts went through several revisions after receiving comments from reviewers and the editors. Two book reviews were published on the IPAC web site and circulated to IPAC members.

2^a

The 2022 volume of CPA/APC contained the following:

- a. a. Articles on: police services board; procuring for the Canadian navy; patterns in Harper and Trudeau appointment to agencies, boards & commissions; regulatory opportunism; quality appraisals of evaluations; high-performing workplace skills; local government funding of non-profits; inclusive growth and innovation strategies; intersectional analysis and the Canadian Impact Assessment Act; automated surveillance strategies for COVID-19; recognition of “precarity” by Canadian governments; smart cities and Toronto Quayside project; non-financial asset valuation and federalism; testing theories on citizen satisfaction & public service delivery; use of traditional ecological knowledge in federal assessments; Indigenous-local water-sharing agreements; time-management style of DMs; the changing character of federal policy staff; Canadian sanctuary policies; informing Canadian adjudication claims; impact of street-level bureaucracy on Quebec’s department of municipal affairs; varieties of policy shops in Ontario.
- b. Exchanges on: Legislating defence intelligence (West and Lagasse, Dec 2022); and institutional responses to existential threats (Iacobucci-Trebilcock and Mitchell, Dec 2022).

2^b

- c. IPAC 75th Anniversary articles (Sept 2022): revised versions of three dialogue study team reports co-sponsored by CSPS, CAPPA & IPAC on “executive-parliamentary relations,” “internal governmental performance and accountability” and “executive decision-making” in the post-pandemic environment were published, along with fourth article on “The digital era and public sector reforms.”
- d. Research notes on: Employment equity architectures in Canada; Canadian Graduate Programs in Public Administration: State of the Field; and Stealth Democracy and the School Board trustee.”
- e. New Frontiers notes on recent literature and developments on: Modernizing the Canadian Model of Parliamentary Ethics; When AI Meets Real Public Administration; COVID-19, Digitization & Hybrid Workspaces; and State-Owned Enterprises in Canada and the World.

3

The number of full-text downloads (110,000) from the 2022 CPA/APC volume was a decrease from the 119,000 downloads in 2021, after years of a steady upward trend. The 2022 Journal Citation Report showed that CPA/APC’s 2-year Impact Factor continued to increase modestly to 1.0, up from .900 in 2020 and .984 in 2021.





4

In 2022, the New Frontiers note by Gelman et al on “Social license to operate” (60:2, June 2017) had the most downloads (3432). The second and third most downloaded were Lindquist & Huse on “Accountability monitoring government in the digital era” (60:4, Dec 2017, 1805 times) and one of the two “Beyond COVID-19” commentaries in the Sept. 2020 issue (Boin et al, 63:3, 1623 times). Coming in fourth was Yates & Cardin-Trudeau’s article on “Lobbying ‘from within’” (64:2, June 2021, 1,576 times). Three articles in the top-ten came from the special issue on “digital governance and public administration” were downloaded 4348 times (Lindquist/Huse, Brown/Toze, Roy). The top ten also contained two articles on Indigenous issues: Marchildon et al “Typology of Indigenous health system governance in Canada” (64:4, Dec 2021, downloaded 1,255 times) and Morden on the resilience of the Indian Act, downloaded 1037 times (59:1, March 2016).

5

We have a new look and feel to the journal, slightly larger and a more standard lay-out across Wiley’s stable of journals. We opted for a format that looked most like CPA/APC and was best for handling tables and figures. Similarly, Wiley developed a nomenclature across journals, so our New Frontiers feature was renamed as “State-of-the-Art Review” (SOTR) beginning with the June 2023 issue.

6

IPAC webinars using content from CPA/APC:

- a. June 23, 2022: Jeff Roy on his New Frontier note “COVID 19, digitization and hybrid workspaces: A critical inflection point for public sector governance and workforce development” (65:3).
- b. Nov 16, 2022: Maya Eichler on her 2021 Hodgetts Award article “Administrative tribunals and equity: Military sexual assault survivors at the Veterans Review and Appeal Board.”

7

Looking back to 2022, and noting that some of these activities extended well into 2023, I would like 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, New Frontiers, and book reviews who chose to submit manuscripts for consideration or responded to invitations, and then responded to the suggestions of peer reviewers and the editorial team. As always, we appreciate your insights and the high quality of your work.
- The members of the Editorial Advisory Board and the many volunteer reviewers (scholars and practitioners) who are essential for maintaining the high standards and scholarly integrity of the journal. There were 87 reviewers in all during 2022! The list of reviewers can be found in the March 2023 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

We just published the June 2023 issue with articles on: the Canada government's post-pandemic teleworking and hybrid policies; digital readiness and IT professionals at the municipal government level; ecofiscal powers for municipal governments; binding guidelines; morality analysis; spending reviews; and a SOTR on access to information research in the digital era.

9

The September 2023 issue will have articles on: supercluster initiatives; mental health services in Quebec; provincial credit unions and federal policy; performance of arm's length agencies; dismissal powers of human rights tribunals; policy oversight; regulation of Canadian investment agency; and competition in urban cannabis markets; and a SOTR on responsible technology policy in Canada.

If you have any questions about the journal, please do not hesitate to contact me at evert@uvic.ca.

Thank you, again, for supporting our journal. EAL

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 2022 year was again another difficult year for IPAC International Programs. The influence of COVID-19 on the International Development field continued to be a negative factor in 2022. In 2021 international travel was halted, however working with beneficiaries, funders, and partners we were able to pivot somewhat and focus on international work we could do virtually. However, this did influence the volume of work and the type of work we could do. This was still the case in 2022.

We worked closely with our partners in several programs and were able to create plans and budgets that would allow some work to be done without travel during the year. Our international work was much reduced; 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

For the International Programs, we received a new contract to work with the Government of Lesotho on trade policy development. We worked with senior Canadian experts on trade policy to create a virtual training program to aid the Lesotho trade policy analysts to create more effective trade policies for the country.

We continued working with the Canadian Bureau for International Education (CBIE) and the African Association for Public Administration and Management (AAPAM) on the African Leaders of Tomorrow (ALT) program to complete our online leadership program.

This program, co-delivered in English and in French by experts from both IPAC and AAPAM, equipped alumni with practical skills required for careers as leaders in the public sector.


The Institute's work with Cowater Sogema, to act as the supporting partner in a seven-year project funded by GAC, called Canadian Trade and Investment Facility for Development (CTIF) was revised to do work that we could do virtually/ at a distance. 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. A new budget and work plan was developed to continue any work that we could.

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). Again, a new budget and work plan was developed to continue any programs that we could during the year.


In regard to Domestic consulting work, IPAC placed a greater focus on our training programs in Canada in 2022. Our Domestic work was comprised of Aboriginal Governance work, Design Thinking with the Danish Design Centre, Leadership and Human and Social Service learning with Deloitte, including training and events around these areas. These programs were delivered virtually and were extremely successful for IPAC ensuring a financially successful Domestic Program area in 2022.

IPAC continues to work diligently to build and share public service expertise in Canada and around the world.

DIP Committee Members

 Ellen Barry

 Norma MacIsaac

 Ed Sajecki

 Scott Duff

 Lisa Nye



- Jean-Stéphane Bernard
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. RFNG is a national alliance of First Nation communities and Tribal Councils, academic researchers and public sector practitioners working together to assist communities to replace the Indian Act with effective and legitimate self-government, based on strategic direction from the Nation and its rights-holders - the citizens.

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 events under the project were hosted during 2022. Upper Nicola Band (UNB) political and administrative leaders along with some community members dedicated two days over April and July building their policy capacity. The workshop offered jointly by CFNG and RFNG with help from the Institute for Public Administration of Canada, took senior staff and leaders through the basics of policy and policy making in general; helps people recognize how good policy management contributes to good governance practices, underpins The Five Pillars of Effective Governance, and builds First Nation capacity for lawmaking under the inherent right to self-government. It also builds understanding about how other orders of government in Canada use and manage policy, particularly in relation to First Nations.

Publications and research are also a key part of the project. Project co-directors Frances Abele and Satsan (Herb George) along with partner Kent McNeil celebrated their new book chapter in June with the publication of *Policy Success in Canada: Cases, Lessons, Challenges* (E. Lindquist, M. Howlett, G. Skogstad, G. Tellier, P. 't Hart. eds. Oxford University Press, 2022). Chapter 20, "How Indigenous Nations have been transforming public policy through the courts" traces the evolution of court decisions based on Indigenous legal challenges, and their impact on government policy responses.

In November 2022 RFNG sponsored the first in a series of online storytelling sessions for Indigenous youth and Elders hosted by the Inherent Rights Youth Initiative (IRYI). Each of the sessions will equip young Indigenous leaders with knowledge and skills to lead the future of self-determining First Nations governments in Canada.



IPAC  IAPC | THE VANIER MEDAL

IPAC IS PLEASED TO ANNOUNCE
THE WINNER OF THE 2022
VANIER MEDAL,
SERGE LAMONTAGNE



Serge Lamontagne
Vanier Award winner for 2022,
City Manager, City of Montréal

The IPAC Vanier Medal is awarded annually as a mark of exceptional achievement to a person who has shown distinctive leadership or has made a significant contribution to the field of public administration or public service in Canada. The award honours Georges Vanier, the first French-Canadian born Governor General of Canada, who was deeply committed to public service. It is IPAC's highest form of recognition.

The 2022 Vanier medal was awarded to Serge Lamontagne. Serge's distinguished 36-year career in the public sector has seen him transform the municipal organizations in which he works. Since 2018, he has been the Director General (City Manager) of the City of Montréal, responsible for more than 28,000 employees and a budget of \$6.5 billion.

In his time as City Manager, he has launched bold and innovative initiatives, including an ambitious climate plan to make Montréal carbon-neutral, effective pandemic management, a transformation of the City of Laval, and a 2030 strategic plan grounded in an ecological transition, equity and inclusion, democracy and citizen participation, and innovation.

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. They will have advanced confidence and trust in their respective field.

- Kevin Richter – British Columbia Ministry of Transportation and Infrastructure

Emerging Leader Award in Public Sector Excellence

The IPAC Award for Emerging Leaders recognizes promising new leaders in public administration who have served for five years or less in their profession, and whose work has had a significant impact on the public interest. These individuals also reflect the ideals of public administration. They will have advanced confidence and trust in their respective field.

- Christine Léger - Statistics Canada
- Kasondra White - Innovation, Science and Economic Development Canada

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 addresses the public interest.

- Western Hospital Team - Health PEI

Distinguished Service in Mental Health Promotion Award in Public Sector Excellence

The IPAC Award for Distinguished Service in Mental Health Promotion recognizes an individual or organization with an outstanding record supporting individuals or a community with creative and sustained mental health programming.

- Jessa Barber - British Columbia Wildfire Service
- Mental Health and Addictions Division – Ontario Ministry of Health

74th National Annual Conference, 75th Anniversary of IPAC



The Institute of Public Administration of Canada held its 74th National Annual Conference in hybrid format from September 7-9, 2022, at the Westin Harbour Castle, in Toronto. The main theme conference theme was, celebrating IPAC's 75th anniversary. For this conference, the focus was on hot topics our members wanted, while providing examples of best practices in the areas of equity, diversity and inclusion, digital government, climate change, working from home, mental health, digital government, leadership, healthcare, social services and keynotes with Shachi Kurl, Bob Rae, and Peter Mansbridge.

The conference was exceptionally successful and attracted close to 1,100 public servants (both online and in-person), from provincial, territorial, municipal, and Indigenous governments and organizations, academic and professionals related to the public sector field. It is worth noting that over 250 of those attendees were from Manitoba's public service who attended the conference through the Government of Manitoba's Learning Fund.





The 2022 Annual Conference was executed using several creative and innovative approaches being as it was virtual and in-person (for the first time since the pandemic started) and trying to engage each audience was a challenge. More money was spent on both sides as it was almost triple our AV budget before the pandemic. A headshot salon was added for in-person attendees that was popular, we will be looking to increase it to be there the second day for the conference in 2023. We kept the selfie station for virtual attendees as it was very popular in 2021. People were excited to network in-person and would connect at every chance they had, for 2023 we will be extending break and lunch periods. Much of the overall success is a result of to the work of the staff at IPAC National and volunteers who stepped up to run both the in-person and virtual components of the conference.



The conference brought insights from the following notable keynotes and plenary panelists:



Keynote: **Peter Mansbridge**, Author and former CBC Anchor



Keynote: **Bob Rae**, Ambassador and Permanent Representative of Canada to the United Nations



Keynote: **Shachi Kurl**, President, Angus Reid Institute



Keynote Moderator: **Michelle DiEmanuele**, Secretary of the Cabinet, Head of Ontario Public Service and Clerk of the Executive Council



Keynote Moderator: **Georgina Black**, Canadian Managing Partner, Government & Public Services, Deloitte



Hillary Hartley, Chief Digital and Data Officer, Deputy Minister for Digital Government, Ontario Public Service



Anil Arora, Chief Statistician of Canada, Stats Canada, Government of Canada



Paula Allen, Global Leader and SVP, Research and Client Insights at TELUS Health



Ingrid Robinson, Associate Partner, Enterprise Risk, EY Canada



Bonnie Lysyk, Auditor General of Ontario



Tara Clemett, Provincial Auditor, Province of Saskatchewan



Michael A. Pickup, Auditor General of British Columbia

Attendees also joined a Welcome Reception that included:

- Honorary Co-Chair, Denise Allyson Cole, Deputy Minister, Children, Community and Social Services, Ontario Public Service
- Honorary Co-Chair Christiane Fox, Deputy Minister, Immigration, Refugees and Citizenship Canada, Government of Canada
- Honourable Peter Mackay, Former Cabinet Minister in the Harper Government
- Her Honour the Honourable Elizabeth Dowdeswell, OC, OOnt, Lieutenant Governor of Ontario
- Paul LaFleche, Deputy Minister, Department of Municipal Affairs and Housing, Government of Nova Scotia



New Professionals Network

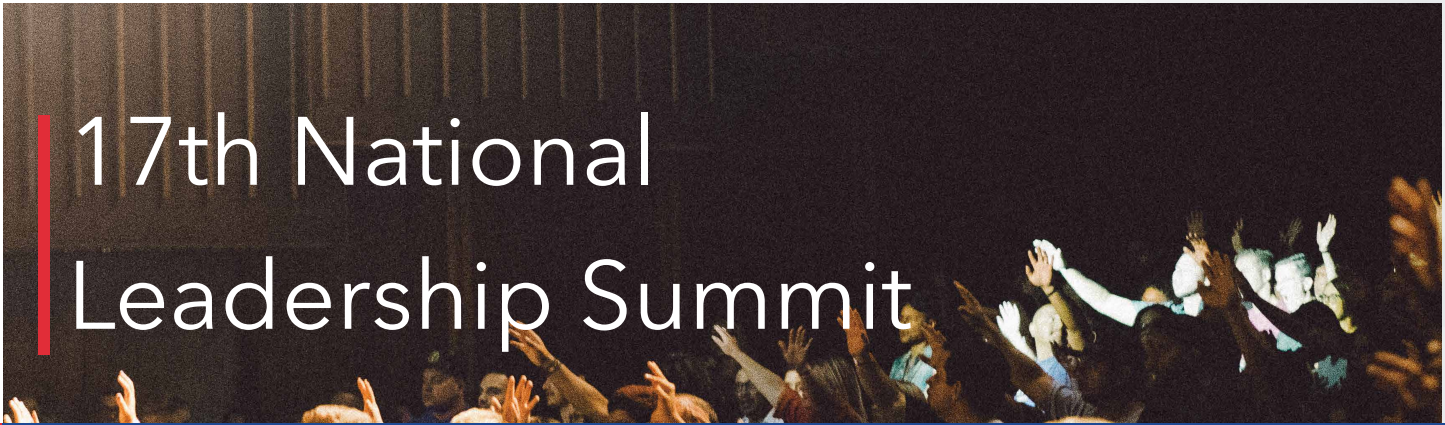
The IPAC Incite Committee has rebranded itself as the New Professionals Group, and it continues to evolve as members move on to new challenges and opportunities, reflecting growth and renewal.

On November 30, 2022, IPAC's annual New Professionals event connected new professionals from across Canada to share practical tools and advice about networking, communications, and personal branding. Over 625 people registered for this complimentary one-day virtual training.

They found out about the reality in other jurisdictions and the challenges other new professionals are facing. They also enjoyed time to network informally with colleagues from coast to coast to coast at the end of the day. The event program combined informative panel discussions on career advice with stimulating reflections on mentoring and how to brand yourself as a unique professional. Participants also heard from a notable "40 under 40" winner from Alberta, Enyinnah Okere.

Senior leaders understand that the past two and a half years have been challenging and isolating for public servants, and many leaders have commented that learning and development opportunities have taken a back seat. This event created an opportunity for leaders to encourage new professionals to participate in meaningful and timely career development activities. The turnout attests to the timeliness and importance of this annual event.





17th National Leadership Summit

IPAC's 17th National Leadership Summit, Vision for a resilient Public Service, was held on Thursday, February 24, 2022, virtually for the second time because of the COVID flaring up in the winter months. It attracted over 1,000 attendees, making this one of the highest attended events in the history of IPAC. Attendees consisted of high-level public servants from provincial, territorial, municipal, and indigenous governments, as well as respected academics and private sector leadership professionals, all from across Canada. The IPAC leadership conference has built a reputation over the years for providing delegates with an opportunity to enhance their knowledge of leadership skills, share best practices in issues of public administration and learn cutting edge knowledge of diverse emerging practices. In 2022, the focus was on providing attendees with key information, tools, and examples of best practices in the areas of equity, diversity and inclusion, indigenous relations, climate change, managing remote workforces, mental health, cyber security, and a discussion with Bob Rae on how to become a leader. This virtual event also included a cooking demonstration with 2021 Vanier Medal winner Yaprak Baltacioğlu.

NATION STATE ACTORS TRY TO MEET GOVERNMENT OBJECTIVES – SURVEILLANCE, INFORMATION COLLECTION, DESTRUCTION, AND OTHER ACTIONS.

81% of Canadians want their workplace to do more for them in stress and focusing on mental and emotional well-being

47% of GMSF respondents are shifting their focus to health and wellbeing of their workforce.

MINDFULNESS

23 ET 24 FÉVRIER 2022

served as the premier for Ontario and the leader of the liberal party and has has been elected to the federal provincial parliament's 11 times through 1978 to 2013.

17TH ANNUAL IPAC LEADERSHIP SUMMIT

FEB 24

INSPIRE. ENGAGE. EMPOWER.

IPAC  IAPC

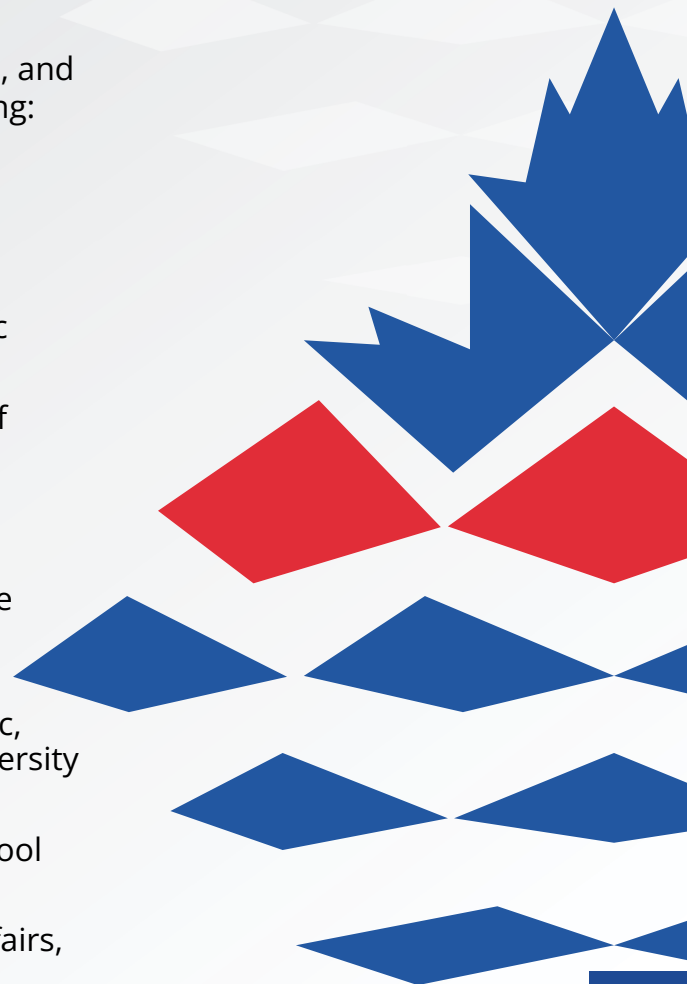
Join us virtually February 24th
LEARN MORE



Meet some of our speakers:
Bob Rae, David Skok, Dr Ellen Choi, Clayton Norris, Sonia Powell, Susan Sharp, Lori Wanamaker, Zabeen Hirji, Janice Ciavaglia, Rob Campbell, Stefanie Couture, Michael Wernick and more!

The conference program offered a wide array of interesting and topical knowledge sessions, plenaries, and keynotes with leading and dynamic speakers, including:

- Keynote: Bob Rae, Ambassador and Permanent Representative of Canada to the United Nations
- Keynote Moderator: Georgina Black, Vice Chair, Canadian Managing Partner, Government & Public Services, Deloitte Canada
- Keynote: Zabeen Hirji, Executive Advisor, Future of Work, Deloitte
- Keynote: Janice Ciavaglia, Chief Executive Officer, Assembly of First Nations
- Keynote: Lori Wannamaker, Deputy Minister to the Premier Cabinet Secretary and Head of the Public Service, Government of British Columbia
- Michael Wernick, Senior Strategic Advisor, MNP Inc, Fellow and Adjunct Professor of the Carleton University School of Public Policy and Administration
- Dr Ellen Choi, Assistant Professor, Ted Rogers School of Management, Ryerson University
- Nadine Spence, Executive Director, Indigenous Affairs, Parks Canada





Treasurer's Report

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 2022 year-end, and an indication of the financial status of the organization for the coming year. Audited statements for IPAC's 2022 fiscal year are included in this report along with the unqualified auditors report.

I am very pleased to report that IPAC has turned a corner in regard to the COVID financial effects experienced, and the 2022 fiscal year ended with a solid surplus. The work done by staff led by our CEO, was laudable and resulted in a positive outlook for 2022 which creates a more solid financial position to build on.

IPAC started out the 2022 year with a bang. The Leadership Conference in Q1 was the most financially successful Leadership Conference IPAC has ever had. The Conference was held virtually which saved the high in-person costs associated with conferences. Being virtual, it also opened the pool of possible attendees, to include attendees from across Canada. This set the tone for the year. Our key events were virtual to ensure success in the current climate and our training programs, the Design Skill for Public Innovation with the Danish Design Centre and the Human and Social Services Academy with Deloitte were also very well attended.

In 2022 IPAC worked with great determination to re-engage members as well as corporate partners. Our Annual Conference in 2022 was very well attended both virtually and in-person and was successful in drawing both attendees and sponsors. However, the in-person costs were a difficult hurdle. Our membership base, particularly the Institutional Partnerships grew in 2022, moving the memberships closer to pre-pandemic levels.

IPAC was again challenged by the continued slow down of International Development work. IPAC focused on international work that we were able to complete virtually including training programs such as African Leaders of Tomorrow and Trade Policy with the Lesotho Government which were also successful.

As a result of the pandemic many governments continued to have reduced funding for not-for-profits including IPAC. Since IPAC had already reduced costs to a minimum in 2020 and 2021, IPAC continued to reduce staffing levels by not replacing staff having left during the year.

2023 starts with continued challenges associated with the pandemic, however the year has started with increased membership, institutional partnerships, and successful events. The year ahead is looking very good, however we can not continue to produce positive results with the current severely reduced staffing levels so we will be looking at increasing resources towards the end of the year. IPAC will continue to need your ongoing support of the Institute to continue as a financially sustainable, significant 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:

- Grant Doak
- Lawrence D'Souza
- Jim Engel
- Giles Gherson
- Lori Kimball
- Paul T. LaFleche
- Robert McLeary

Audit Committee:

- Jim Cassimatis
- Giles Gherson
- Kelly Gillis
- Paul T. LaFleche

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



- *Darinka Pejić*
Treasurer





Financial Statements

The Institute of Public Administration of
Canada

December 31, 2022

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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, 2022, 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 Institute of Public Administration of Canada as at December 31, 2022, 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.

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 Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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.

Grant Thornton LLP

Toronto, Canada
June 12, 2023

Chartered Professional Accountants
Licensed Public Accountants

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Financial Position
As at December 31, 2022

Assets		
	<u>2022</u>	<u>2021</u>
Current Assets		
Cash	\$ 315,713	\$ 244,976
Accounts receivable	211,636	255,285
Prepaid expenses and other current assets	41,104	66,674
	<u>568,453</u>	<u>566,935</u>
Non-Current Assets		
Property and equipment (Note 3)	40,826	15,565
	<u>\$ 609,279</u>	<u>\$ 582,500</u>
Liabilities and Fund Balances		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 205,238	\$ 203,276
Deferred revenue (Note 4)	243,418	279,704
Loan payable (Note 5)	40,000	-
	<u>488,656</u>	<u>482,980</u>
Long Term Liabilities		
Loan payable (Note 5)	\$ -	\$ 40,000
	<u>488,656</u>	<u>522,980</u>
Fund Balances (Note 2(a))		
Sustainability Fund (Unrestricted)	79,797	43,955
Investment in property and equipment	40,826	15,565
	<u>120,623</u>	<u>59,520</u>
	<u>\$ 609,279</u>	<u>\$ 582,500</u>

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, 2022

	2022 <u>Budget</u> (Unaudited - Note 9)	2022 <u>Actual</u>	2021 <u>Actual</u>
Revenue			
Subscription and sales	\$ 44,250	\$ 37,862	\$ 50,380
Research projects	210,000	294,671	230,419
Other conferences and workshops	130,000	342,232	111,665
Annual conference	412,000	406,563	305,377
Membership fees	352,500	371,862	219,602
Other income	180,000	117,471	334,070
Other international funding	184,000	87,486	175,433
	<u>1,512,750</u>	<u>1,658,137</u>	<u>1,426,946</u>
Expenses			
Operating expenses			
Honours and awards	9,000	5,192	4,276
Publications	16,000	19,160	24,767
Research projects	98,000	103,083	116,149
Other conferences and workshops	61,000	25,815	31,736
Annual conference	245,000	294,863	181,067
Regional groups and membership services	18,000	15,845	17,301
Other international projects	54,000	40,491	56,189
	<u>501,000</u>	<u>604,449</u>	<u>431,485</u>
Administration expenses			
Amortization of property and equipment	12,000	12,081	8,728
Board committee	1,000	676	525
Other administrative expenses	98,850	159,828	133,327
Rent, caretaking and utilities	107,060	190,820	212,568
Salaries, wages and benefits	814,637	729,180	775,768
	<u>1,033,547</u>	<u>1,092,586</u>	<u>1,130,916</u>
	<u>1,534,547</u>	<u>1,597,034</u>	<u>1,562,401</u>
Excess (deficiency) of revenue over expenses	<u>\$ (21,797)</u>	<u>\$ 61,103</u>	<u>\$ (135,455)</u>

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

Statement of Changes in Fund Balances

For the year ended December 31, 2022

	Sustainability Fund			Investment in property and equipment			Total		
	2022 <u>Budget</u> (Unaudited Note 9)	2022 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Budget</u> (Unaudited Note 9)	2022 <u>Actual</u>	2021 <u>Actual</u>	2022 <u>Budget</u> (Unaudited Note 9)	2022 <u>Actual</u>	2021 <u>Actual</u>
Fund balances, beginning of year	\$ 43,955	\$ 43,955	\$ 184,641	\$ 15,565	\$ 15,565	\$ 10,334	\$ 59,520	\$ 59,520	\$ 194,975
Excess (deficiency) of of revenue over expenses	(21,797)	61,103	(135,455)	-	-	-	(21,797)	61,103	(135,455)
Amortization	12,000	12,081	8,728	(12,000)	(12,081)	(8,728)	-	-	-
Purchase of property and equipment	(20,000)	(37,342)	(13,959)	20,000	37,342	13,959	-	-	-
Fund balances, end of year	\$ 14,158	\$ 79,797	\$ 43,955	\$ 23,565	\$ 40,826	\$ 15,565	\$ 37,723	\$ 120,623	\$ 59,520

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Statement of Cash Flows
For the year ended December 31, 2022

	2022	2021
	<u>Total</u>	<u>Total</u>
Operating activities		
Excess (deficiency) of revenue over expenses	\$ 61,103	\$ (135,455)
Amortization of property and equipment	12,081	8,728
	73,184	(126,727)
Changes in non-cash working capital items		
Accounts receivable	43,649	31,144
Prepaid expenses and other current assets	25,570	(2,107)
Accounts payable and accrued liabilities	1,962	(30,018)
Deferred revenue	(36,286)	133,746
	108,079	6,038
Investing activities		
Purchase of property and equipment	(37,342)	(13,959)
Net increase (decrease) in cash	70,737	(7,921)
Cash, beginning of year	244,976	252,897
Cash, end of year	\$ 315,713	\$ 244,976

See accompanying notes to the financial statements.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA

Notes to the Financial Statements

Year ended December 31, 2022

1. Purpose of the organization

The Institute of Public Administration of Canada (the "Institute") is a private, not-for-profit organization, which enables public servants from all spheres of government, university and college, teachers, staff, students and others interested in public administration to exchange ideas on trends, practices and innovations in public administration. Its scope covers governance from the global to the local level. Regional groups across the country provide local networks and forums.

The Institute was federally incorporated without share capital on December 15, 1947 as a not-for-profit organization and has continued under the Canada Not-for-Profit Corporations Act.

2. Summary of significant accounting policies

These financial statements are in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO). The accounts of the Institute are maintained using the accrual basis of accounting. The accounts of the Institute's Global Affairs Canada (GAC) funds are maintained on an accrual basis in accordance with the principles of fund accounting.

ASNPO requires entities to select policies appropriate for their circumstances from policies provided in these standards. The significant accounting policies selected by the Institute and applied in these financial statements are summarized below.

(a) Nature of funds

Sustainability Fund

The Sustainability Fund is unrestricted and accounts for current operations and programs.

Investment in property and equipment Fund

The Investment in property and equipment Fund accounts for the equipment of the Institute.

(b) Revenue recognition

The Institute follows the deferral method of accounting for contributions.

Contributed services

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

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, 2022

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.

Government Assistance

The Institute recognizes government assistance towards current expenses in the statement of operations. When government assistance relates to future expenses, the Institute defers the assistance and recognizes it in the statement of operations as the related expense is incurred.

(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, accounts payable, and loan 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 financial liabilities that will be subsequently measured at amortized cost, fair value is adjusted for financing fees and transaction costs.

Financial assets and financial 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 financial 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 and investments quoted in an active market, which must be measured at their fair value.

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.

Financial assets and financial 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.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to the Financial Statements
Year ended December 31, 2022

2. Summary of significant accounting policies (continued)

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

3. Property and equipment

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net 2022</u>	<u>Net 2021</u>
Computer equipment	<u>\$ 433,167</u>	<u>\$ 392,341</u>	<u>\$ 40,826</u>	<u>\$ 15,565</u>

4. Deferred revenue

Deferred revenue represents unspent resources externally restricted for specific purposes and amounts received in the current period that are related to the subsequent period. The balance of deferred revenue is comprised of the following:

	<u>2021</u>	<u>Received</u>	<u>Recognized</u>	<u>2022</u>
Annual conference	\$ -	\$ 12,000	\$ -	\$12,000
Study Teams	11,909	-	-	11,909
Membership fees	207,796	339,199	371,862	175,133
CPA funding	14,514	-	-	14,514
Volunteer Indigenous Program	40,055	-	40,055	-
Other conferences	5,430	-	-	5,430
Recovery	-	76,377	51,945	24,432
Total	<u>\$ 279,704</u>	<u>\$ 427,576</u>	<u>\$ 463,862</u>	<u>\$ 243,418</u>

5. Loan payable

The Institute received a loan under the Canada Emergency Business Account program ("CEBA"), 33% of which will be eligible for loan forgiveness if the loan is fully repaid on or before December 31, 2023. The loan is interest free and due no later than December 31, 2023. The Institute is reasonably certain to repay the loan by December 31, 2023 and has recorded the forgivable portion of \$20,000 in other income in the statement of operations in 2021. If the loan cannot be repaid by December 31, 2023, the loan will be converted into a 3-year term loan, with an interest rate of 5% due no later than December 31, 2025.

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 \$13,102 (2021 - \$16,961) in contributions were made to the pension plan and the expense was included in salaries, wages and benefits.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to the Financial Statements
Year ended December 31, 2022

7. Multi-year contractual obligations

Long term lease

The Institute is obligated under a lease for its office premises and storage space having a term of 98 months ending October 31, 2023. The minimum annual lease payments for the first 38 months total \$90,558 plus the proportionate share of all operating costs, taxes and utilities. For the last five years, the minimum annual lease payments total \$97,524 plus the proportionate share of all operating costs, taxes and utilities.

Expert Deployment Mechanism for Trade and Development (EDM) Project

The Institute has entered into an agreement with 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

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.

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, 2022, the allowance for doubtful accounts is \$6,411 (2021 - \$10,364). In the opinion of management, the credit risk exposure to the Institute is low and is not material.

THE INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA
Notes to the Financial Statements
Year ended December 31, 2022

11. Financial instruments (continued)

Liquidity risk

Liquidity risk is the risk that the Institute will encounter difficulty in meeting the obligations associated with its financial liabilities. The Institute is exposed to this risk mainly in respect of its accounts payable and loan 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.

12. 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, 2022, the outstanding balance for the operating line of credit was \$NIL (2021 -\$NIL).