



ANNUAL REPORT

2024 ————— 2025

ABOUT IPAC

The Institute of Public Administration of Canada (IPAC), founded in 1947, aims to advance excellence in Canada's public sector. IPAC is a dynamic community composed of public servants from all orders of government, academics, the private sector, and others interested in public administration. With a strong presence throughout Canada via our 18 chapters, we create extensive knowledge networks and work closely with all governments of all jurisdictions to promote quality public services and practices. The institute is a recognized leader in research, training, knowledge sharing and outreach including hosting a large number of conferences and events both regionally and nationally. We also harness the ideas presented at our prestigious events and publications to stimulate innovation and the creative exchange of ideas.

ABOUT IPAC – NCR

The National Capital Region (NCR) group is one of IPAC's most active regional chapters. Located in Canada's capital region, our operations take place on the unceded territory of the Algonquin Anishnabeg Peoples. IPAC-NCR provides a unique perspective on the Canadian public service. We connect public servants, academics, students, and interested individuals from the Ottawa-Gatineau area and Kingston, ON, providing a neutral space to exchange ideas for the advancement of public administration. Moreover, we maintain a network for those working in and passionate about public administration. Our initiatives include opportunities for speakers and participants to engage with current public administration issues, a dynamic program of events, workshops, and speaker series, and other unique projects. We work in collaboration with other partners across public, academic, business and community sectors.

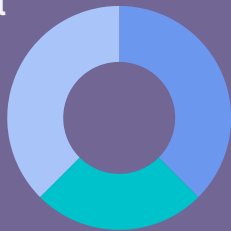
IMPACT *at a* GLANCE

Attendees

550+

across **8 IPAC-NCR events**
throughout the year

Speaker Panel
37.5%



Networking
37.5%

Professional Development
25%



15 active volunteers



3674 email subscribers



1,100+ LinkedIn followers



540

Active members in the
National Capital Region
chapter

Engagement by sector *



* Count of partners/organizations

A MESSAGE FROM THE CHAIR

Blair Jones



As we reflect on the past year, I want to take a moment to celebrate the incredible work we've accomplished together throughout the 2024–2025 term. It has been a true honour to serve as your Chair, and I look forward to continuing to work alongside our passionate and dedicated Board of Directors through the remainder of my term, which concludes in 2027. I am immensely proud of all that we have achieved in advancing the field of public administration and supporting our vibrant membership.

When I took on this role, I was guided by a deep sense of responsibility and inspired by the outstanding leadership of Ursula Gobel, who led IPAC-NCR through a pivotal transition period from 2021 to 2024. My priorities were clear: to establish a strategic direction; to develop and leverage the diverse skills of our Board and volunteer community; to forge meaningful partnerships that would enrich our programming; and to maintain strong engagement with our membership. Above all, I committed to anchoring our efforts in the core values of diversity, equity, and inclusion.

Over the past year, we've continued to evolve in response to the opportunities and challenges facing today's public service landscape. Our events, discussions, and workshops have addressed some of the most pressing issues in public administration. From strengthening relationships with Indigenous Peoples in Canada to exploring innovative funding models for sustainable infrastructure, IPAC-NCR has remained at the forefront of critical conversations shaping the future of public service.

This Annual Report will highlight many of these initiatives, as well as the progress we've made in collaboration with our valued partners: EY, the Embassy of the United States of America, the University of Ottawa's Professional Development Institute, and the Canadian Museum of Nature. One of our proudest accomplishments this year has been creating a more inclusive environment where public servants from all backgrounds feel supported, heard, and empowered to share their unique perspectives. Diversity, equity, and inclusion have remained central to everything we do, and I look forward to building on this foundation in the years ahead.

Looking forward, the field of public administration is undergoing rapid change. From managing the complexities of digital transformation to addressing emerging policy challenges, the role of public servants has never been more critical. Now, more than ever, we must come together as a community to share ideas, build networks, and champion innovation in governance and service delivery.

IPAC-NCR's mission remains steadfast: to provide a dynamic platform for professionals to engage, learn, and collaborate. In 2025–2026, we will continue to deliver thought-provoking events, practical workshops, and timely discussions on key topics—from leadership development to emerging trends in public policy. I encourage all members to take full advantage of these opportunities, whether by attending our sessions or connecting with colleagues across the public service. Your participation is essential to our collective success.

As we continue this journey, we reaffirm our commitment to ensuring that all voices are heard and that our programs reflect the diverse realities faced by public servants at every level. Together, we will nurture a culture of respect, collaboration, and innovation across the public sector.

Thank you for your continued dedication to the mission of IPAC-NCR. Your engagement is vital to our success, and I look forward to all that we will accomplish together in the future.

Sincerely,

Blair Jones

Blair E. Jones
Chair, IPAC-NCR



IPAC-NCR Board of Directors at the Annual Holiday Celebration 2024

MEET OUR BOARD



BLAIR JONES
Chair



CHRISTOPHER SCIPIO
Vice-Chair



URSULA GOBEL
Past Chair



JOHN PAUL LAMBERTI
Director of
Corporate Secretariat



ANNE-MICHÈLE LAJOIE
Co-Director of
Communications



CÉLINE NADREAU
Co-Director of
Communications



HOWARD YEUNG
Co-Director of
Membership



LOUIS-CLAUDE HARVEY
Co-Director of
Membership



CAROLYN MCCRIMMON
Director of Finance



SANDRA DIGNAGBO
Co-Director of Events



ELISA PAQUET
Co-Director of Events



ROBERT MCLEARY
Director of Regional
Group Council



EMANUEL LUKAWIEKI

Director of
New Professionals



ERIC LYALL NELSON

Director of
Academic Liaison



AFREENISH YUSIRAH

Director-at-Large



JODI BROUILLARD

Director-at-Large



ANDREA JOHNSTON

Director-at-Large



THOMAS LANG

Director-at-Large



LESLIE SIEGMAN

Director-at-Large



IOWA LUMBALA

Director-at-Large



CAMELLIA NGUYEN

Student Representatives
(Carleton University)



ÉMILIE SAURIOL



GRACE KIM-SHIN

Student Representatives
(University of Ottawa)



NICOLE BOYE



SHANICE C. BURTON



JUAN C. MORALES

Student Representatives
(Queen's University)

Attendees at the Annual Holiday Celebration 2024



OUR EVENTS

Human-Centered Leadership in Government

June 19, 2024

This event was co-hosted with Ernst & Young (EY) and featured 3 guest speakers:

- **Christiane Fox**, Deputy Clerk, Privy Council Office;
- **Sarah Smith**, Associate Partner in the Markets group Coaching Practice, EY;
- **Richard Sharpe**, Director, Ontario Public Service.

Proudly sponsored by the Canadian Health Food Association, this learning event explored human-centred leadership in the context of the complexities of the evolving workplace including hybrid work, digital advancement, mental health, inclusion, values and ethics.

The panel discussion was followed by the IPAC-NCR Annual General Assembly, where the agenda and minutes from the previous meeting were approved. The Chair's Report and Finance Report were presented as part of the 2022-23 Annual Report, and the slate of new Board nominations was also presented and approved.

Networking Season Opener

September 26, 2024

Held at Beyond the Pale, this event marked a lively and engaging start to the networking season. More than 80 participants gathered to connect, exchange ideas, and strengthen professional relationships within the public service community.

The event featured remarks from Deputy Minister **Frances McRae**, whose insights inspired attendees to embrace innovation and collaboration as key pillars of their work. Her speech provided a thought-provoking framework for the new season, encouraging attendees to reflect on the evolving role of public service in addressing contemporary challenges.

The Networking Season Opener celebrated past achievements while setting the stage for an exciting year ahead, emphasizing connection, professional growth, and a shared commitment to excellence in the public service. The event fostered meaningful interactions and an inclusive environment, introducing new participants to the valuable benefits of being part of IPAC NCR's dynamic community.

Attendees and speakers at the Human-Centered Leadership in Government Event





Attendees at the U.S. Ambassador Residence Visit, with Chair Jones holding the Philadelphia Flyers hockey stick.

U.S. Ambassador Residence Visit October 31, 2024

The U.S. Ambassador, **His Excellency David L. Cohen**, hosted IPAC members at his residence for a reception, highlighting the role of professional, politically-neutral public servants in sustaining and strengthening the Canada - U.S. relationship. His Excellency offered remarks on the common challenges faced by public servants in both countries. IPAC-NCR Chair Blair Jones expressed appreciation for the Ambassador's hospitality by presenting the Speaker of the House of Commons' Canadian Whiskey Selection. In return, Ambassador Cohen gifted Chair Jones a Philadelphia Flyers hockey stick.

The event welcomed over 100 attendees, including IPAC members, U.S. Embassy staff, the Ambassador's guests, IPAC National President **Mala Khanna**, IPAC CEO **David Fulford**, and former Clerk of the Privy Council **Michael Wernick**. It was a memorable evening that celebrated the collaboration and shared commitment between the public service communities of both nations.

Annual Holiday Celebration December 11, 2024

IPAC-NCR hosted its Annual Holiday Celebration, reflecting on the chapter's achievements in advancing public administration. The evening began with opening remarks from IPAC-NCR Chair, Blair Jones, highlighting IPAC's commitment to professional development, academia-government collaboration, and fostering discussions on key public sector issues. Special guest **Michael Vandergrift**, Deputy Minister of Natural Resources Canada, encouraged attendees to reflect on key challenges and opportunities facing Canada in 2025. He emphasized the importance of resilience, expertise, and engagement with communities like IPAC to tackle complex policy issues.

The Holiday Celebration concluded the year with a meaningful evening of reflection, connection, and a celebration of the value of IPAC membership in shaping Canada's future, with the participation of 75 members.

Governance in Renewed Relationships with Indigenous Peoples

January 16, 2025

In 2017, IPAC launched a Year of Dialogue for Reconciliation and Renewed Relationships to explore and make recommendations on what public services and their governments could do to improve their working relationships with Indigenous Peoples in Canada and the program and policy outcomes for them.

On January 16, 2025, some 10 years since the 2015 release of the Truth and Reconciliation Commission's Report, IPAC-NCR, in partnership with the Canadian Museum of Nature, organized a discussion among Indigenous leaders to explore what progress has been made to date that has brought forward positive change, and what work remains to be done. Indigenous leaders from across Indigenous organizations and federal government departments and agencies shared their knowledge and perspectives on multi-level governance issues to advancing progress on Canada's actions to renewing and strengthening relations with Indigenous Peoples. This well-attended evening provided a wonderful opportunity for learning and for reflection on our commitments to reconciliation.

Featured speakers were:

- **Stephanie Mikki Adams**, Executive Director, Inuuqatigiit Centre for Inuit Children, Youth and Families
- **Karine Duhamel**, Director, Indigenous Strategy, Social Sciences and Humanities Research Council
- **Valérie Gideon**, Deputy Minister, Crown-Indigenous Relations and Northern Affairs
- **Yancy Craig**, Vice-President, Indigenous and Government Relations, Indspire
- **Catherine MacQuarrie**, former senior public service leader; project manager, Rebuilding First Nations Governance

Resilience and Wellbeing in Times of Change

January 29, 2025

This event was organized in partnership with the University of Ottawa Professional Development Institute. The session facilitator, **Karima Kara**, provided practical tools and strategies for managing transitions and adapting to change with confidence, such as Covey's Circles of Influence. The discussions also explored neuroscience-based techniques that empower individuals to face challenges with clarity and confidence, making the event both intellectually engaging and directly applicable to real-life situations.

The event drew a diverse group of 70 attendees, including academics, public servants, and private sector professionals, all eager to strengthen their ability to adapt and thrive amidst change. This gathering was both a valuable learning opportunity and a moment to reflect on the importance of self-care and well-being as a core element of leadership and personal growth.



Panelists at the Governance in Renewed Relationships with Indigenous Peoples event



Sustainable Infrastructure and Housing February 19, 2025

We partnered with Ernst & Young to bring together thought leaders to discuss pivotal issues in housing and infrastructure development. The event focused on fostering innovative solutions that integrate sustainability, economic growth, and social inclusion into the housing and infrastructure sectors. The distinguished speakers included:

- **Mathieu Laberge**, Chief Economist and Senior Vice President of Housing Insights at Canada Mortgage and Housing Corporation, who provided an in-depth analysis of housing trends and their implications for policy and development;
- **Kathryn McCauley**, Director General of Alternative Finance at Housing, Infrastructure, and Communities Canada, shared insights into innovative financing mechanisms aimed at driving sustainable development;
- **Ray Sullivan**, Executive Director at the Canadian Housing and Renewal Association, highlighted the importance of advocacy and community-driven approaches to improving housing conditions;
- **Stephen Martin**, a Real Estate Development Consultant, offered practical perspectives on the challenges and opportunities in real estate development;
- **Saheel Mehta**, Vice President of Strategy, Transactions and Real Estate at Ernst & Young, provided expert insights into the strategic alignment of real estate projects with broader economic and environmental goals.

The discussions emphasized collaboration, innovation, and the need for actionable strategies. 38 attendees left the event with valuable insights and practical solutions.

Students presenting at the second Annual Conference



Student Conference April 5, 2025

IPAC-NCR hosted its second annual Student Conference under the theme *Innovation Across Government and Beyond*. The event unfolded in three parts, each designed to spark engagement and insight among emerging public service professionals.

The day began with a series of presentations exploring pressing issues in public administration, including emergency preparedness and leadership in an evolving governance landscape. This was followed by a dynamic discussion on innovation in Canada, where aspiring scholars and future public servants exchanged perspectives on the role of technology and the importance of equitable access to the benefits of innovation.

The event concluded with a fireside chat featuring **Andrea Johnston**, Assistant Deputy Minister at Innovation, Science and Economic Development Canada. ADM Johnston offered thoughtful reflections on the opportunities and challenges shaping Canada's innovation policy today.

Held at the University of Ottawa, the conference drew a full room of 40 attendees. The atmosphere was vibrant, the refreshments well-received, and the connections forged between current and future public servants were a testament to the value of intergenerational dialogue and collaboration.

LIEUTENANT GOVERNOR AWARD



The 2023–2024 Medal Recipient was **Denise Andrea Campbell**, recognized for her unwavering commitment to inclusion, accountability, and service delivery. Ms. Campbell currently serves as Executive Director of Social Development, Finance and Administration for the City of Toronto. Her journey in public service began as a student engaged in social justice advocacy, and she quickly emerged as a national leader in the women's movement. She has also contributed internationally to race and gender policy through work with the United Nations and the African Union. Ms. Campbell holds an Honours B.A. in Political Science from the University of Ottawa and a Master's in Voluntary Sector Management from McGill University.

The Lieutenant Governor's Medal of Distinction in Public Administration is Ontario's highest honour for public service. Administered by IPAC's Southwest Ontario, National Capital Region, and Toronto Regional Groups in partnership with the Office of the Lieutenant Governor of Ontario, the award is presented annually at an official ceremony. The Medal recognizes a public servant in Ontario who has demonstrated exemplary leadership, dedication, and innovation, and who has made a significant contribution to their community.

Reflecting the many forms that leadership can take, the award honours individuals at any level of their organization who have made sustained efforts to advance public administration. It builds on Ontario's strong traditions in public service, celebrating excellence across the sector. The award is presented to a public servant (or former public servant) who demonstrates **Leadership, Innovation and Creativity, Accomplishment and Impact, Dedication and Sustained Effort, Contribution to the Profession, and Contribution to the Community.**

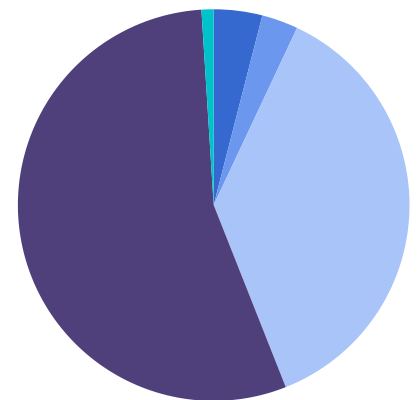
MEMBERSHIP REPORT

As of March 2025, IPAC-NCR has a total of 540 members, representing a decrease of 26% from 730 members in 2024. This reduction falls short of our goal of 800 members for the year. Despite this, we remain committed to strengthening our membership base by focusing on enhancing the value we offer to our members.

Membership Breakdown

Institutional Partnerships: 55% of our members are employees of federal organizations who are designated by their organization, holding Institutional Partnership agreements with IPAC. These partnerships continue to play a crucial role in our membership structure.

Individual Members: 37% of our members are individuals who pay for their membership independently, without the support of an institutional partnership. This group represents a significant portion of our membership, and their continued engagement will be vital for the future growth of IPAC-NCR.



Moving forward, our primary goal will be to enhance member value in order to increase retention rates and grow membership by 35% to reach 2024 membership level.

This will involve:

- **Exclusive Events and Offerings:** Providing member-exclusive events and initiatives tailored to their diverse needs and interests.
- **Feedback-Driven Initiatives:** Actively responding to member feedback to better understand the types of events and opportunities they want from IPAC-NCR. We will be prioritizing member satisfaction by incorporating their suggestions into our programming.
- **Strengthening Member Engagement:** Developing strategies that increase engagement across both institutional and individual members, ensuring that all members feel valued and supported in their participation with IPAC-NCR.

We are confident that focusing on member value and increasing engagement will drive future success. By tailoring our offerings to meet the needs of both institutional and individual members, we aim to not only retain existing members but also attract new ones. With these strategic initiatives in place, we are optimistic about the future growth and sustainability of IPAC-NCR.



VOLUNTEER REPORT

In 2024–2025, IPAC-NCR strengthened its volunteer engagement efforts by formalizing an intake process and broadening the scope of opportunities available. The launch of a dedicated volunteer intake form on our website enabled a more accessible and efficient way for individuals to express interest in getting involved.

As a result, volunteers made meaningful contributions across a range of activities, including event logistics, bilingual communications, academic liaison support, and sponsorship development. Their efforts were instrumental in enhancing the planning and execution of flagship initiatives, such as the New Professionals Forum, and in supporting ongoing Board-led projects throughout the year.

30

**TOTAL VOLUNTEERS
SIGNED UP**

15

**ACTIVELY INVOLVED
VOLUNTEERS**

50%

ENGAGEMENT RATE

FINANCIAL REPORT

Overall, IPAC-NCR's financial performance improved when compared to the previous year, particularly regarding revenue generated from our allocation of member services from IPAC National and reduction in expenditures for events. The projected loss was less than expected in part, due to a concerted effort of Board members and volunteers to obtain support through more cost-sharing with event sponsors.

The Financial Working Team also provided significant support in meeting IPAC-NCR's 2024-25 strategic objectives of improved financial management. An Investment Strategy which addressed policy and risk management was produced and online banking was introduced.

STATEMENT OF REVENUE AND EXPENDITURES

Revenue	2024	2025
Events	\$7,369.90	\$6,644.78
Sponsorships	\$4,000.00	\$1,250.00
Membership	\$1,731.80	\$6,774.45
Investments	\$1,869.86	\$439.9
Total Revenue	\$14,971.56	\$15,109.18
Expenditure	2024	2025
Events	\$15,141.89	\$8,090.23
Communication and Technology	\$1,887.22	\$1,533.31
LG Award	\$860.19	\$963.77
Travel	\$103.58	\$4,805.32
Bank Fees	\$81.60	\$ 238.52
Miscellaneous	\$ 651.57	\$ 25.08
Total Expenditure	\$18,726.05	\$15,656.23

INVESTMENT ACCOUNT

	2024	2025
Redeemable GICs	\$13,500.00	\$13,500.00
<i>Matures November 14, 2025</i>		
Non-Redeemable GIC	\$70,000.00	\$72,706.22
<i>Matures May 24, 2025</i>		
Total Investments	\$83,500.00	\$86,206.22

Notes

1. Membership fees are remitted annually from IPAC National. The allocation of these fees to regional chapters is based on a formula which assigns a greater portion of fees from new members, over existing members. In 2025, IPAC-NCR's allocation reflected a greater portion of new members in the previous year.
2. Investment return from the non-redeemable GIC is automatically reinvested and is reflected in the Investment Account.



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