

12th
ANNUAL

NATIONAL PUBLIC ADMINISTRATION STUDENT CASE COMPETITION

FEBRUARY 15 & 25, 2023
CARLETON UNIVERSITY



WELCOME

On behalf of the Canadian Association of Programs in Public Administration/l'Association canadienne des programmes d'administration publique (CAPPA/ACPAP), I want to welcome you to the 2023 National Public Administration Case Competition. Since 2012, student teams from across Canada have come together to consider, debate and propose solutions to critical public policy problems facing our governments. You have already demonstrated that you can provide the best possible advice to decision-makers through your own program-based case study competitions, and now you have the opportunity to demonstrate your skills on the national stage. We also want to thank your coaches, who are a crucial part of the success of this competition while contributing to public administration and public policy education in Canada.

This year's case provides a chance to consider a timely issue for Canadian governments. We look forward to your assessments of the issues and your advice to decision-makers. The case competition is also an important opportunity to connect with public administration practitioners, other students and coaches from across the country, and we would encourage you to take advantage of this opportunity.

Although this year's competition is online, we would still encourage you to take the opportunity to meet virtually and speak with students and other attendees over the course of the event!

The success of an event like this depends heavily on its organizers. On behalf of CAPPA/ACPAP, I extend our deepest thanks to the Organizing Committee, composed of Robert Shepherd (Past Past-President of CAPPA/ACPAP, Carleton University) and Mary Giles (Special Project Administrator, Carleton University) for their dedication, attention to detail and time invested in planning this competition.

I would also like to thank Jim Huber and the team at Baseline Communications for their organization and management of this year's event. They are vital to its success.

Thanks also go to Robert Shepherd and his co-authors for writing the case study used in this year's competition. This case revisits an important issue highlighted in the federal Budget 2022. It raises important questions for trade and other matters for the future of Canada's economic prosperity.

Our generous sponsors made this event possible. Although CAPPAs sponsors this case study contest as part of our commitment to public administration and public policy education, we cannot undertake this work alone. Our deepest appreciation also goes out to the following sponsors: The Institute of Public Administration of Canada (IPAC), Canada School of Public Service (CSPS), Ernst & Young, the Institute for Research on Public Policy (IRPP), and the School of Public Policy and Administration (Carleton University) and the Graduate Diploma in Public Policy and Program Evaluation (Carleton University). Thank you all for your ongoing and enthusiastic support of this event and of the students!

The judges play a critical role in the success of the competition, and we wish to thank them for being willing to share their time, expertise and focus on student learning. Our special thanks go to Taki Sarantakis, Randall Germain, Peter Routledge, Ellen Burack, Ron Morrow, and Shirley Carruthers.

All the best to each of you, and good luck in the competition!

Brooke Jeffrey

President, Canadian Association of
Programs in Public Administration (CAPPAs)
Professor, Concordia University



JUDGES



Taki Sarantakis has been President of the Canada School of Public Service (CSPS) since July 2018, having previously served as Associate Secretary of the Treasury Board at the Treasury Board of Canada Secretariat. Mr. Sarantakis spent most of his career at Infrastructure Canada, including as Assistant Deputy Minister of Policy and Communications. In 2011 Mr. Sarantakis was awarded Canada's Public Service Award of Excellence in Public Policy, and in 2013 he was a recipient of the Queen Elizabeth II Diamond Jubilee Medal. Prior to joining the federal government, Mr. Sarantakis was a doctoral candidate at the University of Toronto. He holds a B.A. and an M.A. from York University in Toronto, as well as an Executive Certificate in Public Policy from the Harvard Kennedy School of Government. He is a graduate of the Rotman School of Management's Institute of Corporate Directors Education Program, holding the ICD.D designation.



Ellen Burack Since June 2021, Ellen is program director of the Certificate Program in Regulatory Leadership, a joint initiative of the University of Ottawa and Carleton University. Until her retirement from the federal public service in April 2021 after 31 years, Ellen was assistant deputy minister of the Major Projects Management Office at Natural Resources Canada and had previously been the assistant deputy Minister of Community Safety and Countering Crime at Public Safety Canada. Prior to serving in these positions, Ellen worked for many years in senior executive roles in both transportation and environmental policy and regulation, including at Transport Canada and Environment Canada. Ellen has also held executive positions at the Department of Justice, Public Works and Government Services Canada, Treasury Board Secretariat, and on Interchange with the Canada Science and Technology Museums Corporation.



Shirley Carruthers is the Assistant Deputy Minister (ADM) of the Corporate Management and Services Sector and Chief Financial Officer (CFO) at Natural Resources Canada. Before being named ADM & CFO in March 2021, she served as Director General and Deputy Chief Financial Officer within the Financial Resource Planning and Management Branch as well as other executive positions at Global Affairs Canada. She has significant experience leading the development and execution of innovative corporate strategies in complex environments. Moreover, she excels at bringing people together from across multiple organizations to address diverse issues and find collaborative solutions. Shirley holds a bachelor of business administration from the University of New Brunswick, and is a Chartered Professional Accountant.



Randall Germain obtained his undergraduate degree in political science and history from the University of Victoria and his doctorate in political science from York University. Prior to joining Carleton University in 2003, he taught at McMaster University, the University of Sheffield, the University of Newcastle upon Tyne and Aberystwyth University. He has convened the International Political Economy Group of the British International Studies Association (1998-2001), and co-edited the Routledge/RIPE Series in Global Political Economy (2000–2007). From 2009-2012 he was chair of the Department of Political Science, and he is currently on the editorial board of *Review of International Political Economy*. His teaching and research interests focus on theoretical debates in IPE, global economic governance and the political economy of global finance. His current research examines the problem of history in IPE and the challenges of currency internationalization.



Ron Morrow was appointed executive director, supervision, at the Bank of Canada January 3, 2023. In this role, Mr. Morrow is responsible for the supervision of retail payment service providers (PSPs) and the oversight of Financial Market Infrastructures (FMIs). Mr. Morrow first joined the Bank in 1992 and has worked in several different areas across the Bank's monetary policy, financial stability, and funds management functions. In 2010, he became Managing Director of the Funds Management and Banking Department, then Managing Director of the Financial Stability Department in 2013. Mr. Morrow became an Advisor to the Governor in 2018, focusing on advancing the Bank's strategic objectives related to retail payments, financial market infrastructure issues, and the efficiency of the Canadian financial system. Born in Thunder Bay, Ontario, Mr. Morrow received an honours bachelor of arts degree in economics, with a minor in mathematics, from the University of Waterloo. He also holds a master's degree in economics from Queen's University.



Peter Routledge was appointed Superintendent of Financial Institutions in June 2021, for a seven-year term. He previously served as the President and Chief Executive Officer of Canada Deposit Insurance Corporation (CDIC) beginning in November 2018. Mr. Routledge has extensive experience in Canada's financial sector. Prior to joining CDIC, he was a Senior Advisor at the Department of Finance where he provided advice on a range of policy issues including financial stability, housing finance, and competition in Canadian financial services. He served as managing director of research at National Bank Financial, where he led a team responsible for producing equity, fixed income, and derivatives research on Canadian financial institutions. Prior to that, Mr. Routledge led the Canadian Financial Institutions Group at Moody's Canada, with responsibilities for covering issuers in the banking, life insurance, personal and commercial insurance and reinsurance industries in Canada and the United States. Mr. Routledge holds an MBA from INSEAD in France, and a bachelor's degree in business and economics from Simon Fraser University.

SCHEDULE

WEDNESDAY, FEBRUARY 15

11:00 AM (ET)

CASE EMAILED TO TEAMS

1:00-2:15 PM (ET)

OPENING REMARKS, REVIEW OF RULES,
PRESENTATION TIMES DETERMINED

2:15 PM (ET)

BRIEF TECHNICAL DRY RUNS WITH
COORDINATORS

SATURDAY, FEBRUARY 25

8:00 AM (ET)

TEAMS BEGIN PRESENTATIONS, LIVE
BROADCAST AVAILABLE ON YOUTUBE

12:00 PM (ET)

CANADA SCHOOL OF PUBLIC SERVICE
PANEL DISCUSSION

6:00 PM (ET)

CLOSING CEREMONY AND AWARDS
RECEPTION

6:45 & 7:15 PM (ET)

FEEDBACK SESSIONS WITH JUDGES

OPENING CEREMONY

WEDNESDAY, FEBRUARY 15

1:00PM ET

OPENING REMARKS

ROBERT SHEPHERD

CAPPA REMARKS

BROOKE JEFFREY, PRESIDENT

IPAC REMARKS

DAVID FULFORD, CEO

RULES & PRESENTATION ORDER

ROBERT SHEPHERD

TECHNICAL SUPPORT

BASELINE COMMUNICATIONS

TECH TROUBLESHOOTING

WEDNESDAY, FEBRUARY 15	
TIME (ET)	TEAM
2:15 - 2:30	University of British Columbia
2:30 - 2:45	York University
2:45 - 3:00	University of Alberta
3:00 - 3:15	Carleton University
3:15 - 3:30	Glendon College
3:30 - 3:45	Toronto Metropolitan University
3:45 - 4:00	Concordia University
4:00 - 4:15	Johnson-Shoyama
4:15 - 4:30	Simon Fraser University
5:15 - 5:30	University of Toronto

COMPETITION DAY

SATURDAY, FEBRUARY 25

PRESENTATIONS

ORDER:	JOIN ZOOM CALL	PRESENTATION
Concordia	7:30 AM (ET)	8:00 AM (ET)
U of T	8:15 AM (ET)	8:45 AM (ET)
Glendon	9:00 AM (ET)	9:30 AM (ET)
Carleton	10:00 AM (ET)	10:30 AM (ET)
U Alberta	10:45 AM (ET)	11:15 AM (ET)
Toronto MU	11:30 AM (ET)	12:00 PM (ET)
UBC	1:00 PM (ET)	1:30 PM (ET)
Simon Fraser	1:45 PM (ET)	2:15 PM (ET)
Johnson-Shoyama	2:30 PM (ET)	3:00 PM (ET)
York U	3:15 PM (ET)	3:45 PM (ET)
DELIBERATION 4:30-5:30 PM CLOSING CEREMONY 6:00 PM ET		

BREAK (10:00-10:30)

BREAK (12:30-1:30)

CSPS PANEL DISCUSSION

SATURDAY, FEBRUARY 25. 12:00 PM ET

The Journey of a New Public Servant: Expectations vs. Reality

MODERATOR



Eric Champagne PhD, is associate professor in public administration at the School of Political Studies and director of the Centre on Governance at the University of Ottawa. He teaches courses on the theory and practice of public management and governance, public policy development, public administration research methodologies, program evaluation and risk management. He is also an instructor at the Professional Development Institute where he develops and teaches courses for practitioners in the field of public sector management and governance. His current research focuses on infrastructure financing and asset management in the context of multilevel governance (basic infrastructure, transports, water) and on the transformation of the public sector in the aftermath of the pandemic (digitalization, telework, hybrid policies).

PANELISTS



Jérôme Bilodeau is the director of the Buildings Division at NRCan's Office of Energy Efficiency, where he oversees the delivery of programs and policies aiming to save energy and reduce greenhouse gas emissions. In addition, Jérôme also teaches Energy Efficiency Policy at Carleton University, and sits on the board of the Canadian International Council (National Capital Branch) and on the Steering Committee of the UN's Global Alliance for Buildings and Construction. Prior to this role, he was Senior Consultant at Dunsky in Montréal, and manager at Environment and Climate Change Canada. A licensed professional engineer, Jérôme holds a B.A.Sc. in Mechanical Engineering from the University of Ottawa, and an MBA from HEC Montréal.



Katherine Leblanc is a proud Acadian with extensive experience in the federal public service. She began her public service career in 2015 as a student at the Department of Crown-Indigenous Relations and Northern Affairs Canada. She is currently a Senior Program Analyst at Fisheries and Oceans Canada and New Brunswick Federal Youth Network Co-Chair. She participated in the 3rd annual Case Competition in 2014 as a student at the University of Ottawa.



Sharnelle Morgan is a Senior Policy Advisor working in Operations at the Privy Council Office leading the advancement of a number of social policies. Prior to joining PCO she held various policy roles within the Federal Government. Sharnelle is also the co-founder of the Canadian Black Policy Network and Toronto Black Policy Conference, a not for profit organization aimed at creating a safe space for Black community members and allies to explore policy issues affecting Canada's Black communities. Passionate about creating equitable spaces and engaging in public policy, she is recognized as an emerging leader and was selected as a 2021-22 Action Canada Fellow, and recently recognized as 2022 Top 100 Most Powerful Women as a RBC Future Launch Leader. Sharnelle holds a Masters of Public Policy from the University of Toronto's Munk School of Global Affairs and Public Policy and a Bachelor of Public Affairs and Policy Management from Carleton University.



Anandu Nair is an IT Advisor at Employment and Social Development Canada. He graduated with his Master's in Public Policy from the Munk School in 2021 and holds an undergraduate degree in Biotechnology from the University of Toronto. Anandu has worked as a Business Analyst for Rogers Communications Ltd. and as a Junior Analyst for the Canada School of Public Service on various tech focused projects. He specializes in business analysis, project management, digital transformation and service delivery. He is interested in pushing the public sector towards excellence in internal and external digital service delivery.

CLOSING CEREMONY

SATURDAY, FEBRUARY 25, 6:00 PM ET

OPENING REMARKS

ROBERT SHEPHERD
JENNIFER STEWART, DIRECTOR, SPPA

IPAC REMARKS

SUZANNE PATTERSON

CAPPA REMARKS

BROOKE JEFFREY

SPONSOR COMMENTS

JOSIANNE PAUL, CSPS
LES PERREAUX, IRPP
MARC MACDONALD, E&Y
JENNIFER STEWART, SPPA

COMMENTS ON TEAM BRIEFS

TAKI SARANTAKIS

WINNERS ANNOUNCEMENT

ROBERT SHEPHERD

BROOKE JEFFREY

OUR TEAMS



4 CARLETON UNIVERSITY

Grace Dupasquier, Iqra Mahmood, Brendan Parker, Sarah Phillip, Hope Tuff-Berg; *Coaches: Dong Ngo, Jennifer Stewart*



1 CONCORDIA UNIVERSITY

Lucas Driediger, Mekarim Elmekki, George Frank, Samuel Jetté, Amanda Loukatos; *Coaches: Ceren Belge, Sarah Cox*



3 GLENDON COLLEGE

Alicia Gordy, Venesa Fecteau, Klausky Mathurin, Taheera Sarker; *Coaches: Francis Garon and Andrew Mackey*



9 JOHNSON-SHOYAMA

Braden Cline, Emma James, Reed Langen Marlin Legare, Dharti Parekh; *Coaches: Nancy Carlson, Derrick Lepine*



8 SIMON FRASER UNIVERSITY

Isaac Brownlee, Rebecca Harrington, Katelyn Poitras, Lynsey Thompson, Selena Wong-Clayton; *Coach: Kennedy Stewart*



6 TORONTO METROPOLITAN UNIVERSITY

Gopal Banerjee, Sabreena Bapoo, Graham Cade, Lajendon Jeyakumar, Iffat Zahan; *Coaches: Frank D'Onofrio, Andrea Migone*



5 UNIVERSITY OF ALBERTA

Anna Fesyk, Kelcey Fleming, Erin Shaen, Victoria Young; *Coaches: Feodor Snagovsky, Jared Wesley*



7 UNIVERSITY OF BRITISH COLUMBIA

Charlotte Bull, Simran Kaur, Zachary Nanji, Nicole Ng; *Coach: Vina Nadjibulla*



2 UNIVERSITY OF TORONTO

Nicolas Bouchard, Julia Enright, Madison Hollington, Kuljit Kaur, Emel Tabaku; *Coaches: Drew Fagan, Brian Lewis*



10 YORK UNIVERSITY

Jenning Cheung, Garth Edwards, Manogya Tekriwal, Wairimu Wamugo, Mengyu Yuan; *Coaches: Ken Ogata, Ana Maria Kapralos*

THANK YOU TO OUR SPONSORS



SPECIAL THANKS

ORGANIZING COMMITTEE

ROBERT SHEPHERD

PAST-PAST PRESIDENT
CANADIAN ASSOCIATION OF
PROGRAMS IN PUBLIC
ADMINISTRATION (CAPPA)

DAVID FULFORD

CHIEF EXECUTIVE OFFICER

SUZANNE PATTERSON

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ADMINISTRATION (SPPA)