

14TH
ANNUAL

**NATIONAL PUBLIC
ADMINISTRATION
STUDENT CASE
COMPETITION**



Canada School of Public Service École de la fonction publique du Canada



WELCOME

On behalf of CAPPAs and its community, I welcome you to our Association's national student case competition. Year after year, the quality of the presentations and the performance of the participating teams never cease to dazzle academics and public administration practitioners fortunate enough to be involved in this competition. Every year I enjoy seeing the performances of the participating teams. I'm delighted to see how Canadian public administrators can count on the next generation of public servants who are characterized by a common trait: excellence. This national case competition is now so high-profile that it has become one of CAPPAs's flagship activities. Make no mistake, the popularity of our case competition is such that we no longer have room to accept all the teams wishing to enter. This year, you have the privilege of taking part in it. Finally, I'd like to give special thanks to Professor Robert Shepherd, without whom this event would not have gained the stature it is today. Indeed, Professor Shepherd is the one who imagined this competition in the first place along with Andy Graham and Ken Rasmussen and brings it to life every year. No one can imagine the countless hours Professor Shepherd has devoted to our national case competition, and he has done so purely out of conviction, driven by a sense of public duty that characterizes him so well. CAPPAs owes a massive debt of gratitude to its dear colleague, one that it will never truly be able to repay. In this regard, I am proud and pleased to announce that CAPPAs has decided to award the Shepherd Prize for the first time this year in recognition of his dedication to the National Student Case Competition and CAPPAs. This award will be presented to the team that wins the Gold. I wish you a successful competition and, above all, lots of fun.

Jean-François Savard, Ph. D.
Professor, ÉNAP
President, CAPPAs



JUDGES



Noah Morris (Head Judge) is Principal at NJM Strategies, a consulting practice that specializes in postsecondary education, public sector financial services and strategic planning. Noah is a recent retiree after 34 years in the Ontario Public Service, most of which was served at the Director and Assistant Deputy Minister level. Noah's career was evenly spread between years of service in Treasury and Finance, and 15 years dealing with every aspect of postsecondary education in Ontario. This included roles as Superintendent of Colleges, Director of Student Financial Assistance, Director of Postsecondary Finance and ADM of Postsecondary Education in the Ministry of Colleges and Universities. Noah was also the Chair of the Federal-Provincial committee on postsecondary student finance (ICCSFA) for many years. Noah's last role in Ontario was ADM - Enterprise Financial Services, where he led implementation and delivery of over 25 COVID support programs. Noah is the recipient of 2 personal Amethyst awards for signature public policy achievements in Ontario. Noah holds a B.A. from McGill, and an MPI from Queens.



Suzanne Craig has more than 30 years of legal, governance and policy development experience in the public and private sectors. She has been an arbitrator and mediator. As an internationally trained lawyer, Ms. Craig practiced corporate commercial law and worked as a forensic investigator in the European banking sector. First appointed as Integrity Commissioner for the City of Vaughan in 2009, Ms. Craig has served as Integrity Commissioner, Lobbyist Registrar (City of Vaughan) and Closed Meeting Investigator to over 30 Ontario municipalities. In addition to having served from 2016 to 2021 as the first appointed Integrity Commissioner to the Toronto District School Board, Ms. Craig is currently the Integrity Commissioner for the Ottawa-Carleton District School Board and the York Region District School Board.



Nancy Carroll has a Bachelor of Arts Honors (University of Manitoba) and a Bachelor of Laws (Dalhousie University). Nancy joined the Manitoba government as a management intern. Over the following 2 decades Nancy worked in numerous government departments in progressively responsible positions. Her final position in the Manitoba government was serving as the Civil Service Commissioner with responsibility for human resource service delivery to all government departments. Since leaving the Manitoba government, Nancy joined Red River College Polytechnic, providing strategic labour relations advice.



Stefania Trombetti is the Executive Director of the Regulatory Governance Initiative and Instructor for the Career Development for Regulatory Professionals Program in the School of Public Policy and Administration at Carleton University. Stefania had a 35-year career in Canada's federal public service, serving in policy and regulatory roles across five departments. Before retiring in 2024, she led federal policy and regulatory initiatives to improve supply chain resilience for health products as Assistant Deputy Minister of Health Canada's Drug Shortages Task Force. Prior to that, she was Assistant Deputy Minister of the Regulatory Operations and Enforcement Branch at Health Canada, overseeing compliance and enforcement programs for all products regulated by the department and responsible for coordinating the department's regulatory agenda and managing drug and medical device shortages. Stefania is a graduate of Queen's University (M.A., Political Studies) and of the University of Ottawa (Bachelor of Social Sciences, Political Science with a Minor in Italian Studies).



Guy Giorno leads his firm's Political Law practice, advising on lobbyist registration, government accountability, ethics, public-sector conflict of interest, and procurement. He represents corporate executives and lobbyists in enforcement proceedings and helps organizations develop compliance strategies. A recognized expert, he has testified before parliamentary committees on lobbying law and has advised multiple provinces on lobbyist registry design. Previously the Lobbyist Registrar for Brampton, he now serves as Integrity Commissioner for several Ontario municipalities, overseeing ethics compliance. His work in freedom of information law includes advising public institutions and assisting individuals in accessing government records. Guy is the co-author of *Lobbying in Canada* and a former Chair of the Canadian Bar Association's "Law of Lobbying and Ethics" Committee.



Michael Presley is currently adjunct professor, School of Public Policy and Administration and co-director of the Career Development for Regulatory Professionals program. He is also director of the certificate program in regulatory leadership at the Centre for Public Management and Policy (Odell House) at the University of Ottawa. Before joining the University of Ottawa, he was Assistant Deputy Minister (Regulatory Affairs) at the Treasury Board Secretariat between 2009 and 2014. Prior to that, he spent 15 years at Agriculture and Agri-Food Canada, notably occupying various functions: Director General of the Food Value Chain Bureau, Director General of the Food Bureau and Director of the Environment Bureau. A leading expert in regulatory affairs, Mr. Presley has worked closely with the private sector on many government-led initiatives.

SCHEDULE

WEDNESDAY, FEBRUARY 12

11:00 AM (ET)
CASE EMAILED TO TEAMS

1:00-2:00 PM (ET)
OPENING REMARKS, REVIEW OF RULES,
PRESENTATION TIMES DETERMINED

2:15 PM (ET)
BRIEF TECHNICAL DRY RUNS WITH
COORDINATORS AND TEAM MEMBERS

SATURDAY, FEBRUARY 22

8:00 AM (ET)
TEAMS BEGIN PRESENTATIONS
LIVE BROADCAST AVAILABLE ON YOUTUBE

12:00 PM (ET)
CANADA SCHOOL OF PUBLIC SERVICE
PANEL DISCUSSION

7:30 PM (ET)
CLOSING CEREMONY AND AWARDS
RECEPTION

8:20 PM (ET)
FEEDBACK SESSIONS WITH JUDGES

OPENING CEREMONIES PROGRAM

WEDNESDAY, FEBRUARY 12

TIME(ET)	ACTIVITY	SPEAKER
1:00-1:10	Welcome and Opening Remarks	Andrea Rounce Robert Shepherd
1:10-1:15	IPAC Remarks	David Fulford, CEO
1:15-1:20	Canada School of Public Service Remarks	Josianne Paul, Director, Policy and Engagement
1:20-1:25	CAPPA Remarks	Jean-François Savard, President
1:25-1:45	Coaches introduce their teams	Team Coaches
1:45-1:55	Draw Order of Teams	Robert Shepherd
1:55-2:00	Rules Review Closing Remarks	Andrea Rounce Robert Shepherd

TECH PREPARATIONS

TIME (ET)	WEDNESDAY, FEBRUARY 12 TEAM
2:10- 2:20	University of British Columbia
2:20 - 2:30	Queen's University
2:30 - 2:40	York University
2:40 - 2:50	Toronto Metropolitan
2:50 - 3:00	Regina/ Saskatchewan
3:00 - 3:10	Carleton
3:10 - 3:20	Glendon College
3:20 - 3:30	University of Alberta
3:30 - 3:40	University of Toronto
3:40 - 3:50	Simon Fraser University
3:50 - 4:00	Dalhousie University
4:00 - 4:10	Concordia University
4:10 - 4:20	University of Calgary
4:20 - 4:30	McMaster University

PRESENTATIONS

ORDER	JOIN ZOOM CALL	PRESENTATION
TMU	7:30 AM (ET)	8:00 AM (ET)
Dalhousie	8:15 AM (ET)	8:45 AM (ET)
Queens	9:00 AM (ET)	9:30 AM (ET)
Toronto	9:45 AM (ET)	10:15 AM (ET)
York	10:30 AM (ET)	11:00 AM (ET)
JOHNSON SHOYAMA	11:15 AM (ET)	11:45 AM (ET)
SFU	12:00 PM (ET)	12:30 PM (ET)
BREAK		
UBC	1:00 PM (ET)	1:30 PM (ET)
McMaster	1:45 PM (ET)	2:15 PM (ET)
Carleton	2:30 PM (ET)	3:00 PM (ET)
Alberta	3:15 PM (ET)	3:45 PM (ET)
Calgary	4:00 PM (ET)	4:30 PM (ET)
Glendon	4:45 PM (ET)	5:15 PM (ET)
Concordia	5:30 PM (ET)	6:00 PM (ET)
Judges' Deliberations	6:45 – 7:30 pm	

CSPS PANEL DISCUSSION

SATURDAY, FEBRUARY 22. 12:00 PM ET

Insights on Exploring a Career in the Federal Public Service

A virtual Lunch & Learn Event

Join **Canada School of Public Service** for a web event featuring public servants and the Institute of Public Administration of Canada on how to navigate and excel in the federal public service. Whether you are new to the public service or looking to grow your career, this event will offer valuable guidance on joining the public service and building a successful career within it. This event is open to university students across Canada, so feel free to share this invitation with your network who might benefit from this insightful discussion.

Event Details

Date: February 22, 2025

Time: 12:00 PM – 1:00 PM (ET)

Language: Bilingual

Registration: Register using the following [link](#)

Featured Speakers



Nathalie Lévesque
Canada School of
Public Service



Salma Abbas
Natural Resources
Canada



Priyanka Sharma
GC Students
Network



David Fulford
Institute of Public
Administration of
Canada

CLOSING CEREMONY

SATURDAY, FEBRUARY 22, 7:30 PM ET

AWARDS CEREMONY

TIME(ET)	ACTIVITY	SPEAKER
7:30	Program Begins	
7:32	Welcome and Opening Remarks	Robert Shepherd & Andrea Rounce Case Competition Co-Organizers
7:35	IPAC Remarks	David Fulford IPAC
7:37	CSPS Remarks	Josianne Paul CSPS
7:39	IRPP Remarks	Frances Doria IRPP
7:42	CAPPA Remarks	Duane Bratt CAPPA Vice-President
7:45	Comments on Team Performances	Noah Morris Head Judge
7:55	Announcement of Top 3 Teams	
8:00	Closing Remarks Explanation of Debriefing Feedback Sessions	Robert Shepherd & Andrea Rounce

OUR TEAMS



CARLETON UNIVERSITY

Amrita Chavan, Dhriti Mehta, Kevin Hu, Sahiba Khaira, Aidan Tomalty
Coaches: *Anna Kopec, Dong Ngo*



CONCORDIA UNIVERSITY

Tess Walker, Julia Kelly, Hannah Lazarus, Matteo Mazza, Erykah Yasmine Kangbeya
Coaches: *Meghan Joy, Joe Faragone*



GLENDON COLLEGE

Asala Abbas, Caitlin Budhram, Alex Stroe, Mika Bains, Acacia Khanicheh-Peiries
Coach: *Francis Garon*



JOHNSON- SHOYAMA

Sebastian Eger, Komalpreet Turh, Neha Bhatnagar, Jeremy Sehn, Robin Gaithuru
Coaches: *Colten Goertz, Justin Longo*



SIMON FRASER UNIVERSITY

Sophia Seemann, Kody Sider, Morgan Parr, Tefa Borja, Husna Tembo
Coach: *Kennedy Stewart*



TORONTO METROPOLITAN UNIVERSITY

Abi Parameswaran, Cameron Spencer, Izzy Fiddes, Kaelin Barichello, Yuliia Romanenko
Coach: *Frank D'Onofrio*



UNIVERSITY OF ALBERTA

Devin Shaw, Megan Dibartolo, Angelic Nixon, Benjamin Moncreiff, Randi Worth
Coaches: *Feodor Snagovsky, Jared Wesley*



UNIVERSITY OF BRITISH COLUMBIA

Amita Dias, Rodrigo Rojas, Steewa Philip, Julian Rogers, Lindsey Eiwanger
Coaches: *Matias Margulis, Joel Dalibard*



UNIVERSITY OF TORONTO

Georgia Maxwell, Fadeel Sheikh, Noah Lee, Jean-Pierre Péladeau, Milad Naeim
Coaches: *Drew Fagan, Brian Lewis*



YORK UNIVERSITY

Isi Imafidon, Emma-Jane Cowan, Betiel Mshghina Abraha, Syeda Nafisa Nawal, Michael Tracey, Milena Basciano
Coach: *Ian Roberge*



UNIVERSITY OF CALGARY

Haris Ahmad, Bri Dangerfield,
Muneer Nazir, Ty Willness, Serena
(Thi) To

Coach: Kent Fellows



MCMASTER UNIVERSITY

Eileen Stephens, Abdelrahman
Elsayed, Dorothy Rodrigues, Tuqa
Al-Rammahi, Samar Khan

*Coaches: Vass Bednar, Greg
Flynn*



QUEEN'S UNIVERSITY

Smit Patel, Abirami Kirupanithy,
Brigid Waddingham, Marcus Jun
Wei Wong, Nickolon Dudhnath

*Coaches: Jamshed Merchant,
Eugene Lang*



DALHOUSIE UNIVERSITY

Noah Davis, Emma King, Iain
McLean, Donovan Collie

Coaches: Bill Foster, Lori Turnbull

Coaches: Bill Foster , Lori Turnbull

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SPECIAL THANKS

ORGANIZING COMMITTEE

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CANADIAN ASSOCIATION OF
PROGRAMS IN PUBLIC
ADMINISTRATION (CAPPA)

ANDREA ROUNCE

CANADIAN ASSOCIATION OF
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COORDINATOR
CARLETON UNIVERSITY
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AMELIE ARMSTRONG

CASE STUDY CONTRIBUTOR
UNIVERSITY OF OTTAWA