



**2008 annual report**

### financial highlights of operating fund

The IRPP operations have run at a surplus for the last three years.

(in thousands of dollars)

	<b>2008</b>	<b>2007</b>	<b>2006</b>
Operational budget	2,629	2,663	2,745
Operational expenses	2,474	2,485	2,717
Operational budget over expenses	155	178	28

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## message from the chair of the board of directors

### board of directors

Janice MacKinnon  
Chair

Graham Scott  
Vice-Chair

Peter Aucoin, Halifax  
Jim Dinning, Calgary  
Catherine Delaney, Toronto  
Ann Fitz-Gerald, UK  
Fred Gorbet, Toronto  
Shira Herzog, Toronto  
Antonia Maioni, Montreal  
John Manley, Ottawa  
Barbara McDougall, Toronto  
A. Anne McLellan, Edmonton  
L. Jacques Ménard, Montreal  
Martha Piper, Vancouver  
Guy Saint-Pierre, Montreal  
Bernard Shapiro, Montreal  
Mary Simon, Ottawa  
Gordon Smith, Victoria  
Paul Tellier, Montreal  
Gordon Thiessen, Ottawa  
Kent Weaver, Washington, DC  
Wanda Wuttunee, Winnipeg

It has been another stellar year for the IRPP. I was able to attend the two-day conference last fall on the issue of security and human rights and was impressed with the quality of the presentations and the diversity of views expressed in the debate. The staff of the IRPP are also to be congratulated for publishing high-quality publications that address issues of current concern from a variety of perspectives. Mel Cappe's new emphasis on engaging directly with government decision-makers is also paying important dividends.

Turning to Board business, Nellie Cournoyea, Doug Emsley, Pierre Marc Johnson and Kathleen Mahoney are stepping down from the Board after two consecutive terms. Yvan Bourdeau is stepping down after two years on the Board. Peter Dobell, who was present at the founding of the Institute and recorded his long experience in a 2003 history of the IRPP, now updated in a postscript, is stepping down after 38 years of service. On behalf of the Board I want to thank them all very much for their valuable contributions to the Institute.

**JANICE MACKINNON** SASKATOON, JUNE 2008



Ann Fitz-Gerald and Wanda Wuttunee are renewing for a second term. Joining the Board are **Jim Dinning**, Chairman of the Board of Directors of Western Financial Group; **Anne McLellan**, deputy prime minister under the Right Honorable Paul Martin; **Jacques Ménard**, Chairman of BMO Nesbitt Burns and President of BMO Financial Group, Quebec; **Mary Simon**, President of Inuit Tapiriit Kanatami and formerly ambassador for circumpolar affairs at the Department of Foreign Affairs and International Trade; and **Paul Tellier**, formerly with CN and Bombardier. I want to thank the renewing members for agreeing to continue their service to the Institute, and I welcome the new Board members. ■



## message from the president

This has been a busy year for the IRPP. We continue to be guided by the IRPP mission statement calling for us to improve public policy by “generating research, providing insight and sparking debate.” The key to our brand is the quality of our research and we certainly maintained our high standards in the 17 research publications released in 2007-08.

In our efforts to implement the strategic plan approved by the Board in December 2006, we maintained our focus on connecting our research to decision-makers, as well as the public at large. We held a total of 15 mostly sold-out public events in various Canadian cities with a view to engaging with the public, NGOs, and business and government leaders on our work. We also had the opportunity to present and discuss the results of our research with, among others, senior officials at the federal Departments of Finance, Citizenship and Immigration, the Bank of Canada, Queen’s Park, the Ministère de l’Immigration et des Communautés culturelles du Québec and the City of Toronto.

The IRPP communications team is central to our success in sparking public policy debate. An illustrative example was the op-ed “How to Make Free Riders

Pay?,” drawn from Thomas Courchene and John Allan’s March 2008 *Policy Options* article on carbon tariffs, and initially published in the *Globe and Mail*. The piece triggered a ripple effect, generating several letters as well as several responses in competing newspapers, including several columns by the *National Post*’s Terence Corcoran. References to our research were frequent in the popular media, including 305 print articles, columns and editorials, as well as 26 radio or television appearances. A total of 69 opinion articles under the byline of IRPP authors or staff appeared on the comment pages in newspapers across Canada, or more than one a week.

The IRPP’s Web site, which has become the focal point of dissemination of the Institute’s research, moved into its second decade in 2007-08, with over 300,000 visitors downloading on-line documents and publications over 1.2 million times. We have also seen explosive growth in the RSS feeds and podcasts that were begun in 2007.

Over the past few years the IRPP has made a concerted attempt to seek out highly talented up-and-coming scholars to take part in our studies. This year, we published Mark Jaccard and Nic Rivers’s work on policies for greenhouse gas reductions, as well as work by other young researchers, like Maude Boulet, Éric Charest and Elizabeth McIsaac.

While I have highlighted the work of some of our younger researchers, none of this takes away from the myriad high-quality studies we have published in the past year by highly respected scholars, such as Thomas Courchene, Henry Milner, Jonathan Kesselman, Marie-Thérèse Chicha and Gillian Doherty, whom we continue to attract.

One of the many examples that illustrate the Institute’s ability to gather diverse actors for high-level cross-disciplinary policy discussions was the [Canadian Priorities Agenda](#) project, whose results were published in October 2007. This innovative two-year project enlisted 45 of the best policy minds in Canada for a broad-based public debate on policy choices for Canada over the medium term. The results of this project have sparked unprecedented interest on the part of policy-makers as well as the academic community. >>

*Policy Options*, our flagship magazine, under the capable editorial leadership of L. Ian MacDonald, has been able to move closer to the news cycle and yet maintain its high quality of insightful and thought-provoking articles, as well as interviews and articles by and about political leaders. Articles are available on our Web site free of charge and account for nearly half of total publication downloads. Ian is ably assisted by associate editor Sarah Fortin (who is also research director for Investing in Our Children, Work-Life Balance and The Faces of Aging).

To recognize the long-standing contribution of Ronald Watts to the Institute and our research on federalism, at a *festschrift* launch organized by Queen's University we publicly made Ron a Lifetime Fellow of the IRPP. Ron continues to serve on the Institute's Research Committee.

Peter Dobell was present before the Institute's creation in 1972, actually going back to 1969 when he helped Ron Ritchie, then the executive vice president of Imperial Oil, prepare a report for Prime Minister Trudeau entitled "An Institute for Research on Public Policy." And for the 36 years of the IRPP's existence Peter has been, in one way or another, associated with the Institute, and is now completing the second of two consecutive terms on the Board. In order to maintain that relationship and in recognition of his contribution to research on public policy in Canada, Peter was made a Lifetime Fellow of the IRPP, joining Gordon Robertson, Michael Kirby, Claude Ryan, Tom Kent, Hugh Segal and Ron Watts.

This year saw some changes in staff. Geneviève Bouchard, director of research for the program Diversity, Immigration and Integration as well as Strengthening Canadian Democracy, spent six months in Brussels at the Centre for European Policy Studies, while also pursuing her projects for IRPP. Jackson Wightman resigned as communications director to work with a private public-relations firm. While Jackson upped the IRPP communications game, Kate Shingler has ably filled his shoes to extend the reach of our research. Jo-Anne Boluk, after several years of capably being the Institute's eyes and ears in Toronto, took her leave. And Virginie Leduc left us to work for the government on the 2008 meeting of la francophonie.

The rest of the staff of the IRPP form a very strong multitasking team. Chantal Létourneau capably works on the production of *Policy Options* and all our other research publications. Félice Schaeffli is my personal assistant and helps out with translation, editing and proofreading. Francesca Worrall is the very able editorial coordinator. Jeremy Leonard also wears several hats, serving as research director for Innovation and Productivity and the Canadian Priorities Agenda as well as offering counsel on outreach strategies and serving as Webmaster. Suzanne Lambert professionally coordinates the logistics and operations of all the many events. Guadalupe Bermejo looks after the finances and acts as comptroller. And Leslie Seidle is Senior Research Associate for Aboriginal Quality of Life and Northern Exposure. Jean-Simon Farrah provides helpful research assistance on a wide array of issues.

In addition, there is an invaluable network of highly competent and professional copy editors, translators, designers and printers who are part of the IRPP family and who help make our product so polished and professional.

At the end of the day, the IRPP's accomplishments would not be possible without the effective and demanding leadership of France St-Hilaire, Vice President, Research; and Suzanne Ostiguy McIntyre, Vice President, Operations. I thank them both very much for a job well done. Suzanne spent a part of this past year recovering from health challenges and she was sorely missed. We are happy to see her return healthy and operating on all cylinders.

I would be remiss if I did not thank the distinguished members of the Board of Directors of the IRPP. Under Chair Janice MacKinnon's leadership, the Board provides strategic direction to the Institute and me and protects our independence.

I look forward to 2008/09 as another year of contributing to improving public policy by "generating research, providing insight and sparking debate." ■









































