



Minutes

CIP Board of Directors Meeting

February 7-9, 2025

CIP Office & The Westin Ottawa

Present:

Janice Barry PhD, RPP, MCIP	Director
Paul Bell RPP, MCIP	Director (via videoconference)
Beate Bowron RPP, FCIP	Director
Lesley Cabott RPP, FCIP	Director
Jason Ferrigan RPP, MCIP	Director
Laura Hartney RPP, MCIP	Director
Dan Huang RPP, MCIP	Director
Eliza Hydesmith	Director
Olimpia Pantelimon urbaniste, RPP, MCIP	Director
Robert Priebe RPP, MCIP	Director
Gordon Smith LPP, MCIP, FCSLA	Director
Karen Meades, LLM, MBA, FCPA, FCA	Interim CEO
Valérie Broadfoot	Director, Governance and Operations
Kristen Harrison	National Director, Policy and Public Affairs
Marisa Lingard	Director, Member Services
Janet Riehm, CPA	Chief Financial Officer (via videoconference)

Guests:

Paul Bedford RPP (Lifetime), FCIP	CIP Fellow (via videoconference)
David Gordon RPP, FCIP	CIP Fellow (via videoconference)
Meredith Low, BA, MBA, CAE, C. Dir.	Consultant (via videoconference)
Heather Swan, PEng, RPP, MCIP, PMP	Consultant
Steven Pelletier, MBA, PMP	Consultant (via videoconference)

Regrets:

Raymond Kan RPP, MCIP	Director
Jenna Schroeder RPP, MCIP	Director

1.0 Welcome and Call to Order

Action

Lesley Cabott welcomed everyone to the meeting and a land acknowledgement was made. Lesley confirmed quorum had been achieved and called the meeting to order.

2.0 Approval of Draft Meeting Agenda

Action

Related material: February 7-9, 2025 Draft Meeting Agenda

<p>Lesley noted that the approval of the meeting agenda includes the approval of all items in the consent agenda.</p> <p><u>Motion 2024-2025/59</u> Moved: Dan Huang / Seconded: Jason Ferrigan <i>“That the agenda for the February 7-9, 2025 Board of Directors meeting be approved as circulated.”</i> CARRIED.</p>	
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3.0 Declaration of Conflict of Interest	Action
No conflicts were declared.	

4.0 Board Business	Action
<p>4.1 In Camera Session</p> <p><u>Motion 2024-2025/60</u> Moved: Laura Hartney / Seconded: Jason Ferrigan <i>“That the CIP Board of Directors meeting convene in-camera.”</i> CARRIED.</p> <p><u>Motion 2024-2025/61</u> Moved: Dan Huang / Seconded: Olimpia Pantelimon <i>“That the CIP Board of Directors in-camera meeting be adjourned.”</i> CARRIED.</p> <p>4.2 Finances 4.2.1 2024 Draft Statements <i>Related materials: Draft 2024 Budget vs. Actual, Reserves – 2024, 2024 Balance Sheet</i></p> <p>Gordon Smith and Janet Riehm presented the preliminary 2024 draft statements, noting the deficit will be much smaller than budgeted.</p> <p>Gordon reviewed the reserves statement and the anticipated drawdowns from unallocated reserves to meet operating and opportunity reserve policies.</p> <p><u>Motion 2024-2025/62</u> Moved: Gordon Smith / Seconded: Robert Priebe <i>“That the 2024 draft financial statements be approved as presented, with the understanding that the financial year has not yet been closed.”</i> CARRIED.</p> <p>4.2.2 Additional 2025 Expenses An analysis of the 2025 budget was shared to differentiate between one-time expenses and ongoing financial commitments, revealing a structural deficit of \$181,000.</p>	

Gordon reviewed the unbudgeted additional 2025 expenses which have been identified to date. These will be included in forecasting reports going forward.

4.2.3 Revenue Generation Initiatives

Related materials: Revenue Generating Initiatives – Addressing the Structural Deficit

It was confirmed that staff is actively working on strategies such as membership growth, expanding non-dues revenue, and reducing costs to address the deficit, which is projected to be eliminated by 2027.

There was a discussion regarding the need for scenario analysis regarding projected revenues, including the possible financial impacts due to the changing economic landscape in Canada and the US, as well as the focus of the next strategic plan.

Finance Committee to develop scenario analysis for financial forecasting.

4.3 Reconciliation Action Plan: Pillars, Vision & Guiding Principles Workshop

Related materials: CIP Pillars, Vision, and Guiding Principles Workshop Agenda, CIP Pillars, Vision, and Guiding Principles Workshop Preparatory Information

Heather Swan and Steven Pelletier from consulting firm Indigenous and Community Engagement joined the meeting to conduct a workshop with the Board and staff, the purpose of which was to begin the identification of the pillars, vision, and guiding principles of CIP's Reconciliation Action Plan (RAP). Breakout groups engaged in collaborative activities, and emphasized the importance of mutual respect, trust, and meaningful engagement in the development of the RAP.

The conversation also explored the complexities of representation within the planning community and the need for ongoing dialogue to advance reconciliation. Discussions highlighted categories such as governance, education, and partnerships with Indigenous organizations, ultimately reflecting a commitment to integrating Indigenous perspectives into planning practices.

Heather and Steven confirmed they will bring the ideas generated during the workshop to the Indigenous Advisory Committee for their consideration.

Heather and Steven left the meeting.

4.4 KPI Dashboard Presentation

Related materials: Member Services & Career Support KPI 2024, KPI Metrics Dashboard

Marisa Lingard presented an overview of CIP KPIs, highlights of which included an 8% growth in membership from 2023, and a continued increase in membership satisfaction and engagement rates.

There was discussion regarding the decreasing perceived value of the MCIP title, with certification now being more closely associated with the RPP designation, as well as efforts being made towards growing student membership and promoting The Path course.

4.5 2025 Board and Committee Work Plans

Related materials: College of Fellows Committee Report to CIP Board – February 2025, College of Fellows – AGM 2024 & 2024/2025 Committee Work Plan, Canada in 2100: A Bold Vision for Planning’s Role in Achieving Sustainable Prosperity, Digital Library Progress Report, 2025 Board of Directors Work Plan, 2025 Standing Committees Work Plan

Paul Bedford and David Gordon joined the meeting to present an update on the College of Fellows Committee’s work plan and initiatives, including the Canada 2100 project, mentoring, and efforts in EDI. Paul discussed the creation of, and sought the Board’s feedback on, a paper titled “Canada in 2100: A Bold Vision for Planning’s Role in Achieving Sustainable Prosperity” and ideas for its dissemination – discussions will continue with staff. David presented a beta version of a comprehensive digital library and archive for planning documents from across Canada. The project will rely on collaboration with planning schools, PTIAs, and others to enhance the archive’s content. Ideas for how CIP could support the development and awareness of the library were discussed.

Paul and David left the meeting.

Lesley reviewed the 2025 Board of Directors work plan, noting it is on track. Laura noted that some Board work plan items related to the Governance Committee will need to be adjusted.

Gordon reviewed the 2025 Finance Committee work plan, noting plans to review and update policies.

Laura reviewed the 2025 Governance Committee’s work plan, highlighting some long-standing work plan items whose timing will depend on the completion of other projects, such as the RAP and EDI Roadmap review. It was agreed that some items would be removed from the 2025 work plan, with some brought forward to 2026 for discussion by the Board:

- 1.10 Review of governance, including bylaws (to be deleted – due to being too general and already included in the committee’s terms of reference)
- 1.11 Review and consider EDI in governance options (multiple items) (pushed to 2026 for Board discussion – due to better alignment with completion of RAP and EDI Roadmap review)
- 1.12 Conduct a biennial review the Gender Equity Policy with staff and the Board of Directors, including consideration of

Laura and Karen to update the Board of Directors work plan in relation to changes to Governance Committee items.

continuous improvement and expansion of the Policy (to be folded into item 1.09 (GPPM update))

- 1.13 Review the composition of the Board of Directors (pushed to 2026 for Board discussion – due to better alignment with completion of RAP and EDI Roadmap review)
- 1.14 Consider voting rights of all member classes ((pushed to 2026 for Board discussion – due to better alignment with completion of RAP and EDI Roadmap review)

Lesley reviewed the 2025 Executive Committee’s work plan, noting that items are on track and reports will soon need to be prepared for the AGM in May.

Motion 2024-2025/63

Moved: Beate Bowron / Seconded: Olimpia Pantelimon

“That the 2025 College of Fellows Committee Work Plan be approved as presented.”

CARRIED.

Motion 2024-2025/64

Moved: Robert Priebe / Seconded: Eliza Hydesmith

“That the 2025 Board of Directors Work Plan be approved as presented.”

CARRIED.

Motion 2024-2025/65

Moved: Gordon Smith / Seconded: Jason Ferrigan

“That the 2025 Finance Committee Work Plan be approved as presented.”

CARRIED.

Motion 2024-2025/66

Moved: Laura Hartney / Seconded: Janice Barry

“That the 2025 Governance Committee and Nominations Subcommittee Work Plans be approved as amended.”

CARRIED.

Motion 2024-2025/67

Moved: Gordon Smith / Seconded: Beate Bowron

“That the 2025 Executive Committee Work Plan be approved as presented.”

CARRIED.

4.6 Federal Election Strategy and Political Climate Risks

Related materials: CIP National and International Political Climate Risk Report - January 2025

Kristen Harrison presented CIP’s federal election strategy, providing insights into the current Canadian political landscape, and highlighting the upcoming leadership changes and their potential effects on government funding and strategic priorities. The discussion included

risks associated with a change in government and the importance of maintaining relationships with various political entities. Additionally, the need for agility in response to shifting political dynamics was noted.

Impacts of provincial government decisions on urban planning were discussed and concerns were raised about how these changes complicate the relationship between planners and local councils, potentially hindering effective planning and development.

Current tensions in Canada-US relations were discussed, and it was agreed that CIP would continue to be represented at the APA conference this year, as well as at the Global Planners Network meeting taking place at the conference, while consideration will be made to any traveller's sense of safety. Lesley noted that she will be unable to attend and another Board member will be identified.

4.7 Draft Bylaw Amendments Update

Laura provided an update on officer succession planning and the Executive Committee's consultation with the legal firm DLA Piper. It has been confirmed by the lawyer that the Board's preferred model identified in September is not feasible as it does not align with the NFP Act and Regulations. The firm will be preparing options for the Board's review.

There was a discussion about the need for effective succession planning, and it was agreed that an additional Board meeting will be scheduled to discuss the options that will be prepared by the law firm and next steps.

4.8 Board Capacity Assessment – Results and Recommendations

Related materials: Board Capacity Assessment Survey Results

Laura reported on the work of the Governance Committee, notably Beate, Jason, and Ray, to streamline and rename the Board capacity assessment survey, aimed to improve the previous Board performance matrix by concentrating on skills relevant to Board members. Going forward it could be released again in late 2025 or early 2026. The assessment highlighted ongoing gaps in financial management and knowledge of federal not-for-profit regulations, prompting recommendations from staff for targeted training workshops (non-profit governance, financial management for non-profits, and scenario-based training).

It was suggested that the Board could consider setting up a schedule for annual Board training, rotating between the three proposed workshops each year.

It was agreed that the Board will receive training on financial management for non-profits during the May 25 Board meeting.

4.9 Draft May Board Meeting Agenda

The draft agenda for the May Board meeting was reviewed, with the main focus of the meeting being the Strategic Plan review and the

Kristen Harrison and a Board member will attend the APA conference in April.

Board of Directors to meet via videoconference to review officer succession model options once received by DLA Piper.

introduction of the new CEO. Karen is set to lead a finance training session, and discussions are ongoing regarding the National Aboriginal Lands Managers Association, including a potential memorandum of understanding. Updates on finance, governance work, and risk management related to federal government changes and Canada-US relations will also be included.

The upcoming call for Director nominations was discussed, noting the Board's responsibility in actively recruiting diverse candidates with specific skills, particularly for the Director-at-large position.

4.10 EDI Report & Recommendations (2024) for Fellows Nominations and Adjudication

Related materials: CIP Fellows Program Review

Lesley reported that the College of Fellows Committee has established a subcommittee to review Dr. Kristin Agnello's 2024 EDI report and recommendations for Fellow nomination guidelines and jury adjudication process. Beate confirmed that the group would be meeting that week – it was suggested that terms of reference should be created to confirm the subcommittee's mandate.

Best practices regarding the collection and storage of equity data were flagged as an issue to be reviewed by the Board and staff when the recommendations are presented to the Board. Olimpia volunteered to serve as a Board liaison on the subcommittee.

4.11 Governance Policies Manual

Related materials: CIP Governance Policies Manual (GPM)

Meredith Low joined the meeting and provided an overview of the work completed to date on the Governance Policies Manual, which has been restructured to clarify the distinction between Board policies and administrative procedures. Items requiring Board oversight will remain in the manual, while administrative details have been moved to a separate document. The manual has been significantly condensed to about half of its original size, with a focus on improving usability and coherence. The Governance Committee's crucial role in this revision process was noted.

There was a discussion about the scope of the next phase of the manual update, which will involve updating the current policies to establish consistency throughout and to identify and address any gaps and redundancies, as well as misalignment with current and/or best practices. Feedback from staff and the Board to date will be considered in this work, as well as the feedback provided during the meeting. It was agreed that a template for well-written policies should be created as part of the next phase. Meredith will prepare a proposal for completing the revision of the manual, which will outline the process of working with staff and the Governance and Finance Committees.

Meredith left the meeting.

College of Fellows Subcommittee to prepare terms of reference for the Board's review.

Olimpia Pantelimon will serve as Board liaison on the College of Fellows Committee's subcommittee reviewing Dr. Agnello's recommendations regarding improving EDI in nomination guidelines and jury adjudication.

Motion 2024-2025/68

Moved: Laura Hartney / Seconded: Gordon Smith

"That the revised and renamed Governance Policies Manual be approved as presented, subject to the removal of the explanatory orange text boxes."

CARRIED.

5.0 In Camera Session

Action

Motion 2024-2025/69

Moved: Robert Priebe / Seconded: Dan Huang

"That the CIP Board of Directors meeting convene in-camera."

CARRIED.

Motion 2024-2025/70

Moved: Eliza Hydesmith / Seconded: Janice Barry

"That the CIP Board of Directors in-camera meeting be adjourned."

CARRIED.

6.0 Adjournment

Action

The next meeting of the Board of Directors will be held in Ottawa from May 2 to 4, 2025.

Motion

Moved: Jason Ferrigan

"That the meeting be adjourned on February 9, 2025."

CARRIED.