Draft Minutes
CIP Board of Directors Meeting
November 27, 2025
Online

Present:

Paul Bell RPP, MCIP	Director
Beate Bowron RPP, FCIP	Director
Lesley Cabott RPP, FCIP	Director
Raida Chowdhury	Director
Jason Ferrigan RPP, MCIP	Director
Laura Hartney RPP, MCIP	Director
Dan Huang RPP, MCIP	Past President
Eliza Hydesmith	Director
Raymond Kan RPP, MCIP	Director
Robert Priebe RPP, MCIP	Director
Andrew Ramlo RPP, MCIP	Director
Brandon Umpherville LPP, MCIP	Director
Olimpia Pantelimon, urbaniste, RPP, MCIP	Director

Regrets:

Janice Barry PhD, RPP, MCIP	Director

Staff:

Deborah Morrison	Chief Executive Officer
Valérie Broadfoot	Director of Development
Amaka Obehi, CPA	Director, Finance and Administration
Delphine Robitaille	Governance and Member Services Officer

1.0 In-Camera session	*Action*
The Board opted to hold an In-Camera session at the end of the meeting; no session was held before calling the meeting to order.	

2.0 Call to order	*Action*
Lesley Cabott, acting as Chair, welcomed everyone to the meeting and confirmed quorum had been achieved. The meeting was called to order.	

3.0 Adoption of Draft Meeting Agenda	*Action*
Related material: November 27th, 2025 Draft Meeting Agenda **Motion 2025-2026/09** **Moved: Jason Ferrigan / Seconded: Laura Hartney** *“That the agenda for the November 27th, 2025 Board of Directors meeting be approved as presented.”* **CARRIED.**	

4.0 Declaration of Conflict of Interest	*Action*
Lesley asked if there were any declarations of conflict of interest. There being none, the meeting continued to the next item.	

5.0 Board Business	*Action*
<u>Motion 2025-2026/10</u> Lesley asked why the vacancy on the honours and awards jury was not filled. Deborah explained that CIP policy was that positions during the three-year appointment could be put on hold to accommodate appointees. Appointing someone to fill a vacancy would mean we couldn't appoint them for a full term. A discussion was held about the merits of ensuring the committees were operating at full capacity and giving members an opportunity to contribute, even if it meant they served in an interim capacity. **Moved: Andrew Ramlo / Seconded: Beate Bowron** *"That staff be delegated to appoint an interim member to the Honours and Awards Jury for a one-year term from the short list of applications to fill the current vacancy".* **CARRIED.** **5.1 Consideration of the Budget** Jason Ferrigan, Chair of the Finance Committee, introduced the 2026 draft budget on behalf of the Committee. He noted that the budget was the result of extensive work by staff and the Finance Committee, which had reviewed three budget scenarios across multiple meetings, including options to immediately eliminate the structural deficit, maintain the status quo, and a middle-ground approach. Jason Ferrigan emphasized that the recommended budget aimed to balance continued strategic investment with increased financial discipline and a gradual reduction of the organization's structural deficit. He formally acknowledged the work of Amaka Obehi, Deborah Morrison, and CIP staff, as well as Finance Committee members, for developing a comprehensive and realistic budget. He indicated that Amaka would present the detailed budget and requested that Board questions be held until after the presentation. Amaka introduced the budget, explaining that it was guided by the 2022–2027 Strategic Plan, updated in May 2025. She noted that the budget reflected a shift from significant systems investment toward organizational stabilization and long-term sustainability, following major initiatives such as AMS modernization, website upgrades, and enhanced communications infrastructure. She highlighted that the annual budget was for Board approval only and was not circulated publicly, with members receiving audited financial statements at the AGM.	*Staff to appoint an interim member to the Honours and Awards Jury for a one-year term from the short list of applications.*

Amaka outlined that the primary strategic priority for 2026 was financial sustainability, including preservation and rebuilding of the organization's unrestricted reserve. She explained that surplus funds generated during the COVID period had enabled a revised investment strategy approved by the Board earlier in the year, and that updated reserve targets now reflect inflation and increased organizational obligations. She noted that while a reserve shortfall remained, the 2026 budget focused on recovery, sustainability, and disciplined spending, with a longer-term plan to eliminate the structural deficit.

Amaka presented a high-level revenue forecast of $3.2 million, noting a year-over-year decline driven primarily by one-time conference revenue in 2025. She explained the following key revenue components:

- Membership Fees: A projected 9% increase, resulting from Board-approved membership fee increases implemented in September.
- Member Benefits: Revenue growth aligned with increased membership.
- Conference Revenue: A 40% decrease, attributed to the 2026 conference being held in Montréal, a smaller regional event. Amaka clarified that comparisons were made against the Edmonton conference rather than the Toronto conference to ensure like-for-like analysis.
- Employment Support / Job Board: A projected 12% decrease, reflecting broader sector trends despite platform redesign and fee reductions.
- Education and Development Revenue: A 91% increase, largely driven by new sponsorship and development initiatives, as well as updated subscription rates.
- Investment and Operations Revenue: Conservatively projected due to limited historical data under the revised investment strategy.

Amaka emphasized that although overall revenue appeared lower than 2025, comparisons with 2024 showed underlying growth.

Beate Bowron intervened to note that the Great Canadian Places Award had existed previously and asked whether institutional memory had been considered in its renewal, which she was happy to see being proposed. Amaka confirmed that the award was being positioned strategically, particularly for sponsorship opportunities. Lesley added that the Board had directed staff to continue exploring new revenue-generation strategies and emphasized the importance of diversifying beyond membership dues.

Amaka then presented projected expenses of $3.5 million, outlining major variances:

- Member Relations and Communications: An apparent increase driven primarily by cost reallocations for better alignment, including inclusion initiatives and executive travel.
- Integrated Action and Advocacy: Increased investment in advocacy and national presence, including participation in key sector events and development of advocacy tools.

- Reconciliation Action Plan (RAP): A decrease reflecting completion of development work in 2025, with 2026 funding focused on implementation and launch activities.
- Conference Expenses: A 35% decrease, consistent with the smaller Montréal conference.
- Student and Candidate Programs: An 18% increase, including the introduction of a new Emerging Student Planner Program.

Beate raised concerns about whether sufficient funding had been allocated for ongoing Reconciliation Action Plan (RAP) implementation. Deborah clarified that funding had been allocated for continued Indigenous Advisory Committee (IAC) support, consultant services, and launch initiatives, and that a detailed implementation plan would be brought forward separately.

Robert Priebe requested clarification on the Emerging Student Planner Program, asking how funds would be used and how students would be selected. Deborah explained that the program mirrored the Emerging Leaders Program, including a competitive application process, required training components, and enhanced travel subsidies to support student participation at the national conference.

Eliza Hydesmith requested clarification on reductions in annual meeting costs. Amaka explained that costs were reduced by discontinuing a specialized AGM platform in favor of Zoom, which had proven more cost-effective.

Beate asked about the budget allocated to the CEO evaluation, whether it would be conducted externally, and whether it aligned with industry standards. Lesley confirmed that the intention was to engage an external provider to develop a robust, repeatable internal evaluation process consistent with best practices.

Amaka summarized the budget as presenting a $300,000 projected deficit, a significant improvement over the 2025 budgeted deficit. She noted that both revenue and expenses had decreased proportionally, reflecting financial discipline. Andrew Ramlo raised concern about the use of the term “balanced budget” in the presentation materials, noting that it could be misleading given the projected deficit. Amaka clarified that the term was used internally to reflect aligned reductions in revenue and expenses, not a net-zero outcome. She confirmed that the presentation was Board-only and committed to revising the language for clarity.

Staff to post the approved September 19th, 2025, Board meeting minutes in Basecamp and in the member portal.

Jason confirmed that the Finance Committee formally recommended approval of the 2026 budget as presented.

<u>**Motion 2025-2026/11**</u>
Moved: Jason Ferrigan / Seconded: Beate Bowron
“That the 2026 budget be approved as presented by staff.”
CARRIED.

6.0 Consent Agenda

Relevant Materials: Draft Meeting Minutes – September 19th, 2025, CEO Report, Q3 Financial Report, Confirmation of Remitances, Honours and Awards Jury Composition.

The contents of the consent agenda were approved during the approval of the meeting agenda (item 3.0).

7.0 In-Camera Session

The Board held an in-camera session before adjourning to discuss a human resources matter.

<u>Motion 2025-2026/12</u>
Moved: Laura Hartney / Seconded: Robert Priebe
"That the CIP Board of Directors meeting convene in-camera."
CARRIED.

<u>Motion 2025-2026/13</u>
Moved: Andrew Ramlo / Seconded: Jason Ferrigan
"That the CIP Board of Directors in-camera meeting be adjourned."
CARRIED.

<u>Motion 2025-2026/14</u>
Moved: Andrew Ramlo / Seconded: Raida Chowdhury
That the Executive Committee implement the direction provided by the CIP Board of Directors during the in-camera session; and
That the work directed by the Executive Committee remain private and confidential."
CARRIED.

8.0 Adjournment

<u>Motion</u>
Moved: Andrew Ramlo / Seconded: Laura Hartney
That the CIP Board of Directors meeting be adjourned.
CARRIED.

The next meeting of the Board of Directors will be held in person on February 6th and 7th in Vancouver, BC.