Draft Minutes
CIP Board of Directors Meeting
February 6th and 7th, 2026
Vancouver

Present:

Janice Barry PhD, RPP, MCIP	Director
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 (Feb 7th)	Past President (Saturday)
Eliza Hydesmith	Director
Raymond Kan RPP, MCIP	Director
Robert Priebe RPP, MCIP	Director
Andrew Ramlo RPP, MCIP	Director
Olimpia Pantelimon, urbaniste, RPP, MCIP	Director

Regrets:

Brandon Umpherhill, RPP, MCIP	Director

Staff:

Deborah Morrison	Chief Executive Officer
Marisa Lingard	Chief Operations Officer
Delphine Robitaille	Governance and Member Services Officer
Valérie Broadfoot	Director of Business Development
Amaka Obehi	Director of Finance and Administration

0.0 Call to order	***Action***
Lesley Cabott, acting as Chair, welcomed everyone to the meeting and confirmed quorum had been achieved. She acknowledged that today's meeting is being held on the unceded traditional territory of many nations including the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations, and is now home to many diverse First Nations, Inuit and Métis peoples. She looked forward to learning more about the richness of this land as part of the Sen̓áḵw site tour the Board would go on this afternoon. The Chair invited members to share where they are coming in from, and attendees went around the table, naming and acknowledging the territory and traditional caretakers of the land they are from.	

1.0 In-Camera session	***Action***
The Board held an in-camera session to discuss human resources matters.	

Motion 2025-2026/19
Moved: Jason Ferrigan / Seconded: Olimpia Pantelimon
"That the CIP Board of Directors meeting convene in-camera."
CARRIED.

Motion 2025-2026/20
Moved: Lesley Cabott / Seconded: Laura Hartney
"That the CIP Board of Directors in-camera meeting be adjourned."
CARRIED.

2.0 Adoption of Draft Meeting Agenda	***Action***
Related material: February 6th and 7th, 2026 Draft Meeting Agenda The Board considered the Draft Meeting Agenda. Two amendments were proposed and approved: **Motion 2025-2026/21** Moved: Bob Priebe / Seconded: Olimpia Pantelimon *That the Fellows' Response to the EDI Report be removed from the consent agenda for separate consideration.* *That the CIP-PSTF Presentation be moved up to 9:30am PST on the agenda.* **CARRIED.** No further amendments were proposed. **Motion 2025-2026/22** Moved: Andrew Ramlo / Seconded: Raida Chowdhury *"That the agenda for the February 6 and 7th, 2026, Board of Directors meeting be approved as circulated and amended."* **CARRIED.**	

3.0 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.	

4.0 Board Business	Action
4.3 CIP-PSTF Update – *Presentation by the CIP-PSTF Executive Committee: Mike Sullivan (President), Salvatore Marchese (Treasurer), and Michelle Ouellette (Vice-President) (30 mins)*	
The CIP-PSTF Executive Committee introduced themselves to the Board. They outlined their current strategic planning process and branding review. Michael explained that there was a desire to rename the organization to something simpler and without the negative connotations of the words "trust fund". He elaborated on goals to elevate CIP-PSTF's profile and get more visibility and recognition. They are aiming to be more self-sustaining, with a goal to help fund CIP's educational programming. Their Board will be meeting in Toronto in April with CIP staff members (Deborah, Valérie, and Hannah) for a facilitated mandate-review workshop.	
As part of this process, they are seeking the CIP Board's endorsement for the proposed name change to *Canadian Institute of Planners Foundation*. Deborah clarified that although a formal motion is not needed, the Executive wanted to consult with the Board about their plans.	
The board discussed several topics including the potential expanded educational scope for the Foundation; policies with respect to fundraising and donations; greater engagement of the Fellows; long term revenue generation and sustainability; and risks and opportunities related to the connection between the two entities and the dual staff roles.	
Jason inquired whether trademarking for Canadian Institute of Planners has ever been considered. Valérie shared that it was considered during the process of trademarking MCIP, but it was decided not to move forward.	
Eliza thanked the PSTF Executive for their important work supporting students and expressed appreciation on their behalf, which Lesley reiterated.	
It was agreed that an update on their work would be provided during the July Board meeting.	*PSTF to be invited to the July Board meeting in Montreal*
The Board expressed interest in receiving a PowerPoint put together by Valérie about where CIP-PSTF comes from and where they are now, and thanked the presenters for their time. They left the meeting.	*Staff to share CIP-PSTF Orientation Presentation with the Board*
4.1 Finance	
Jason delivered opening remarks on behalf of the Finance Committee and shared his thanks to the committee, Deborah and Amaka. He introduced the agenda items,. He confirmed these items have been considered by the Finance committee.	

4.1.1 2025 Draft Statements & 2026 Budget Forecast

Amaka provided an overview of the 2025 Draft statement, with CIP ending the year with a $394k deficit. The Board had approved a $531k deficit, meaning the year ended in a better position than expected.

The main revenue drivers are member experience (membership fees and benefit) and career support (conference). She provided an overview of all of CIP's revenue and expense categories.

She then provided an overview of the reserves at the beginning and end of the year, which were reduced by $394k given the deficit.

She moved on to a 2026 budget forecast, confirming no major changes and that revenue is on track to perform better than how the budget was approved because of a CMHC grant received.

A historical and projected financial performance was provided, looking at numbers from 2019 to 2026. 2026 is projected to end at a lower deficit than 2025, gradually entering a period of recovery. It is anticipated that CIP will be back in a surplus position in 2029.

Ray commended the team for a 124% conference-related revenue in 2025. He asked what the member benefits revenue refers to, with Marisa confirming it is from the insurance partner The Personal selling plans to members and giving money back to CIP.

Lesley thanked Amaka for the presentation.

4.1.2 2025 Investment Report and Investment Manager Change

Amaka presented a high-level overview of CIP's investment portfolio as of December 31.

She noted that while CIP's total reserves closed at $2.6 million, approximately $1.3 million is held within the organization's investment portfolio, allocated across cash and fixed income asset classes.

As of January 1, 2025, the portfolio's beginning market value was $1.18 million. As at year-end, the portfolio had increased to $1.228 million, representing a total return of approximately $42,000.

Amaka explained that the majority of the return was driven by income and interest earned on investments, rather than capital appreciation. Market value changes were modest during the year and did not significantly contribute to overall growth. Looking ahead, she noted that greater capital growth is anticipated under the organization's new investment policy.

Amaka also highlighted certain fixed income holdings within the portfolio and cautioned that the high interest rates currently reflected in

some investments should not be expected going forward. Specifically, the 5.6% Manulife GIC maturing in October will likely be reinvested at lower prevailing rates, estimated to be in the range of 2.5% to 3%. Amaka then explained the rationale for proposing a change of investment manager from RBC, including growing dissatisfaction with RBC's services and lack of proactive management over previous years. Following a request for proposal, two proposals were received from TD and BMO Private Wealth Management. Following a detailed comparative analysis of the proposals, Amaka recommended transitioning CIP's investment management services to BMO. She highlighted that BMO offers a specialized not-for-profit package for organizations of similar size, including a management fee of approximately 0.60%, with no performance fee. In contrast, TD's proposal included a performance-based fee structure, which would result in higher overall costs should the portfolio outperform. Amaka advised that BMO's proposal represented better overall value to CIP, citing lower fees, governance alignment, ESG considerations, simplicity of structure, and the availability of a dedicated advisor experienced in working with similar-sized not-for-profit organizations. She also noted that both she and the CEO found BMO to be highly responsive throughout the proposal process. The Finance Committee has reviewed the proposals and endorsed the recommendation to transition to BMO. During the board discussion the following questions were addressed: • The current cash balance of approximately \$200,000 is unusual, management prefers to keep cash below \$20,000. The reason for the high balance is due to a GIC that matured and was not promptly reinvested. • Investment performance would be reviewed by management quarterly and the investment manager would meet with the finance committee annually. Equity investments will be reviewed every three years. • Transfer costs were estimated at less than \$7000 (to RBC) with the rest of the fees waived by RBC. The portfolio will be transferred in kind so no current holdings will be liquidated in the transfer.	
• Amaka undertook to provide board members with a detailed list of our investments as requested.	*Staff to provide board members with a detailed list of investment holdings.*
<u>Motion 2025-2026/23</u> Moved: Jason Ferrigan / Seconded: Andrew Ramlo *"That the board approves the recommendation to transfer our investment portfolio to BMO Private Wealth and contract James Fisher*	

as the Investment Advisor."
CARRIED.

4.1.3 QST Registration

Amaka introduced the motion and explained that with CIP hosting the FUSION conference in Quebec, it needs to register for QST to remit sales tax, and to be able to claim the rebate it is entitled to. This is a legal requirement and does not constitute CIP registering as a Quebec corporation not precipitate other tax requirements.

The board asked what happened the last time CIP held a conference in Quebec. While there is no record of QST registration it is possible an account was opened and subsequently closed.

<u>Motion 2025-2026/24</u>
Moved: Jason Ferrigan / Seconded: Beate Bowron
"That the Board approves the registration of CIP under the General Québec Sales Tax (QST) system in advance of the upcoming Montréal FUSION conference."
CARRIED.

4.2 Governance

4.2.1 Approval of Revised Governance Manual and Review Schedule Recommendations

Laura provided an overview of the comprehensive review of the Manual undertaken by the Governance Committee.

She noted that the update of the Governance Manual (formerly the Governance Policies and Procedures Manual) has been in progress for over two years. The Governance Committee has completed a thorough review and is recommending that the revised Manual be approved by the Board of Directors, along with the accompanying Governance Manual Review Schedule.

The Review Schedule will ensure each policy is reviewed on a three- to five-year cycle and that new policies are developed to address identified gaps. She encouraged ongoing review of the Manual and invited members to identify any concerns or areas requiring further amendment. Policies requiring more substantive revision will be prioritized in the coming year.

She provided background on the revision process, noting that Heather Cayouette of Firefly Strategic Consulting was contracted in Summer 2025 to complete work initiated in March 2024. The consultant was tasked with ensuring consistency with the by-laws, improving clarity and brevity, integrating policies adopted since April 2025, and reviewing the Manual against Community Foundations of Canada best practice templates.

As part of the revision process:

- Policy formatting was standardized and duplicative or administrative content was removed.
- Two policies were deleted (Budget Amendments and Approvals; Loans to Staff and Volunteers).
- Several policies were consolidated, including:
  - Code of Conduct and Discipline Procedures (now 3.2 Code of Conduct),
  - Board/CEO/Staff relationship policies (now 3.6 The Board of Directors' Relationship with Staff),
  - Media Relations and External Representation policies (now 6.2),
  - Member Code of Professional Conduct incorporated into the Membership policy.
  - The Bilingualism Policy was integrated into the External Communications and Media Relations Policy.
- The Procurement Policy was updated to reflect the 5% Indigenous procurement target under the Reconciliation Action Plan.
- The anonymous third-party complaint option under the Code of Conduct was removed to support fair investigation processes.

Laura highlighted the addition of a new Privacy Policy (8.1) which outlines how CIP collects, uses, and protects personal information in compliance with applicable legislation. The policy applies to employees, contractors, and volunteers and will be accompanied by an external privacy notice on CIP's website.

She also outlined procedural clarification added to the Nomination & Election to the Board policy regarding ratification of Directors at the AGM.

Looking ahead, Laura advised that the 2026 workplan includes updates to the Gender Equity Policy, a review of the Carbon Neutrality Policy, and development of new policies around use of artificial intelligence and social media. Additional future policy development areas identified include records retention, risk management, and business continuity planning.

The Chair and several Board members thanked Laura for the presentation and her extensive volunteer work and leadership which was instrumental throughout the process.

Jason thanked Laura for her unwavering stewardship of the manual revision project.

Members unanimous supported a minor amendment to the Procurement policy to prioritize Canadian procurement.

<u>Motion 2025-2026/25</u> Moved: Laura Hartney / Seconded: Jason Ferrigan *"That the revisions to the Governance Policies and Procedures Manual be approved, with an amendment to the Procurement policy about giving preference to Canadian procurement, and that it be renamed as the Governance Manual."* CARRIED.	*Staff to amend the Procurement policy as directed*

4.2.2 Board Capacity Assessment Survey

Laura introduced the annual Board Capacity Assessment Survey, noting that the tool is adjusted each year based on feedback. She advised that additional questions were included this year to better understand Board members' expertise and to assess capacity related to advocacy and government relations, a growing area of focus at CIP.

Delphine presented an overview of the results. She noted that the findings were largely consistent with expectations, identifying strong comfort levels in Board roles and meeting procedures. Lower-ranked areas included government relations, federal and provincial policy awareness, and investment strategies. It was noted that financial literacy has historically been a gap, but recent training has improved overall comfort levels.

Discussion followed regarding future training opportunities. Suggestions included:

- High-level training in long-term financial management, reserves, investments, and risk management (similar in format to prior budget training);
- Future government relations training, to be informed by upcoming strategy discussions.
- Structured peer-to-peer learning opportunities to leverage expertise around the Board table.
- Consideration of varied learning formats (e.g., webinars, virtual lunch-and-learns), recognizing differing preferences regarding frequency.
- AI-related learning, particularly considering a planned AI policy in 2026. Discussion included governance considerations such as ethical use, transparency, consent, accountability, environmental impacts, and limitations of AI detection tools.

A question was raised regarding timing of training initiatives considering upcoming Board elections. It was noted that maintaining the current survey cycle allows training to be integrated into scheduled in-person meetings, with new Board member needs captured in subsequent surveys.

Janice expressed appreciation for how equity data was presented in the survey results, noting alignment with the Board's commitment to the 50–30 Challenge and emphasizing the importance of reporting only necessary aggregate data.

The Chair, Lesley, noted that the discussion would help inform future Board development planning.

4.2.3 New Board Position and by-law and articles of continuance amendments

Original proposed motions:
That section 5.1 Composition of the by-laws reading "The property and business of the Institute shall be managed by a Board of not less than seven and not more than thirteen Directors" be amended to "The property and business of the Institute shall be managed by a Board of not less than seven and not more than fourteen Directors";
That section 5.1 bullet 5) reading "Three Directors-at-large who may be members of the Institute or members of the general public or any combination thereof." be amended to "Four Directors-at-large who may be members of the Institute or members of the general public or any combination thereof"; and

That a special resolution to that effect be proposed at the upcoming Annual General Meeting so that the by-laws and articles of continuance may be amended accordingly.

Deborah introduced the issue by explaining that the Board expressed its intent to create a new Indigenous Director seat on the Board as part of its Reconciliation Action Plan, which it thought possible as it was thought CIP's articles of continuance currently allow for 15 Directors, with only 13 seats active. Upon further review, it was discovered that the articles were amended in 2016 to reflect a limit of 13 Directors. Therefore, the by-laws need to be amended by the membership so that CIP can apply to the federal government to update its articles of continuance. The legal advice she received on the matter was that when it comes to Director-at-Large seats, it can be helpful to leave them very vaguely worded in the bylaws and specify requirements (such as Indigenous identity) in the call for proposal.

The board discussion focused on the following issues:

- Whether or not the by-laws should specify that one of the director-at-large positions be designated for an Indigenous person, and if so, should another director-at-large position be designated for someone representing an EDI deserving group.

- Some Directors expressed interest in proactively increasing the number of seats to 15 instead of 14, while others disagreed noting members may be uncomfortable with the notion of Board seats going unused.

- Given the opportunity this year for the Board to appoint the new Indigenous director before the next AGM, the merits of an appointment to ease barriers to entry and ensure intentionality were discussed.

Due to time constraints, the conversation was capped and the meeting suspended for the day for lunch with members and a tour of the Seṅáḵw housing development.

Saturday, February 7th

- On February 7th at 9am, the Board resumed their discussion about changes to the by-laws and articles of continuance. The following issues were considered:

- Finding the right balance between governance practices that encourage less specificity in the by-laws to allow for greater long term flexibility and codifying the specific designation to signal and ensure the intended structural change among future boards.

- Whether or not we could designate an existing director-at-large position rather than adding a new one.

Consensus formed around the proposal to increase the number of board seats to 14 to accommodate a new Indigenous director position, and that the IAC be consulted for their advice with respect to an appointment or election of the first director.

Staff to connect with the IAC after the motion is discussed at the AGM with respect to the appointment or election process.

Motion 2025-2026/08
Moved: Jason Ferrigan / Seconded: Beate Bowron
That section 5.1 of the by-laws reading "The property and business of the Institute shall be managed by a Board of not less than seven and not more than thirteen Directors" be amended to "The property and business of the Institute shall be managed by a Board of not less than seven and not more than fourteen Directors";
That section 5.1 bullet 5) reading "Three Directors-at-large who may be members of the Institute or members of the general public or any combination thereof." be amended to "Four Directors-at-large who may be members of the Institute or members of the general public or any combination thereof, one of whom shall be a First Nations, Métis or Inuit person who has skills, expertise, and lived experience in reconciliation and is knowledgeable about its application to planning; and
That a special resolution to that effect be proposed at the upcoming Annual General Meeting so that the articles of continuance and by-laws may be amended accordingly.
CARRIED UNANIMOUSLY.

Staff to proceed with preparing the by-law amendments and changes to the articles of continuance to be presented at the next Annual General Meeting of Members

4.2.5 Other recommendations re: Board structure

Laura shared some of the Governance committee's discussions around the broader Board's structure, including consideration if there should be a Board seat designated for Nova Scotia given the separation of LPPANS. Although it is understood that the regional designations were never intended to be representatives of a specific PTIA, she felt the

board should consider their perspectives about representation and also raised for discussion whether a broader review of the Board structure that also took into consideration prior discussions about other balances of representation e.g. career stage at this time. The board discussion highlighted a number of areas for consideration including northern representation, costs and complexities of increasing the board size, and whether this was a priority for members at this time. Lesley thanked members for the conversation and summarized that there seemed to be consensus that this is an important issue that may be best considered as part of the next strategic plan cycle in 2027, and that we can explore interest holder views on the matter in the time leading up to then. 4.4 Board and Committee workplans Lesley presented the Executive Committee Workplan and its schedule of activities for the year. She noted that a key priority will be the completion of the CEO evaluation, which she will lead in collaboration with the Executive Committee, with the intention of completing the process by May. She also highlighted upcoming governance milestones, including preparations for the Annual General Meeting and Board elections scheduled for May. She noted that some Executive Committee terms are concluding and that succession planning considerations will continue to be discussed. It was recommended that recent conversations regarding Board leadership structure and succession planning be shared with newer Board members who may not have been present when those discussions took place. Lesley also noted that the topic could be brought forward as an agenda item for further discussion. It was further suggested to incorporate succession planning and leadership structure considerations into the onboarding process for new Board members. Members expressed support for including this as part of future onboarding practices. Delphine presented the Governance Committee Workplan for the coming year. She noted that the plan reflects the Governance Manual policy review schedule discussed previously and outlines key policy work anticipated in 2026. This includes the development of a Use of Artificial Intelligence Policy, targeted for consideration in May, as well as reviews of the Board–CEO Relationship policy and the Meetings of the Board policy. The workplan also includes development of a Social Media Policy, with the intent of bringing it forward for Board consideration at the July meeting. Delphine advised that the schedule is ambitious and may be adjusted as needed. She also noted that additional policy work will continue after July with the next Governance Committee following Board elections, including a review of the (Gender) Equity Policy later in the year.	*Staff to share the Minutes from the discussion on Succession Planning with the board and include leadership succession planning in the April agenda*

Jason then presented the Finance Committee Workplan for fiscal year 2026. He explained that the workplan largely reflects the Committee's regular annual activities, including financial monitoring, projections, and oversight to ensure the organization's financial health. Jason noted that three new items have been added to the plan, developed in consultation with staff and the Committee, to strengthen key performance indicators and enhance elements of the budget process. He advised that the Committee is confident the workplan can be delivered within existing organizational resources without creating additional budget pressures.

It was noted that the Board Workplan will be compiled based on the various committee workplans and circulated to the Board.

4.6 Management presentations

4.6.0 Presidents report

Staff to draft a Board workplan for review at the April meeting

Lesley provided a verbal President's Report with the consent of the meeting. She noted that, since approval of the budget and Reconciliation Action Plan, her work has primarily focused on preparing for the Board meeting, supporting release of the draft materials, and supporting the CEO and committee work as needed. She reported that conference planning is progressing well, with presentations selected and the schedule largely finalized. A more detailed update on the conference was to be provided later in the meeting.

Lesley also shared that the University of Victoria Senate approved a new Master of Community Planning program on January 11. While some additional approvals and accreditation steps remain outstanding, she noted that this may result in a new planning school in Canada in 2026.

She suggested nominating Pamela Shaw to the Order of Canada for her work opening two planning schools in Canada. Board members expressed support for recognizing planners through such nominations.

Staff to research the Order of Canada appointment process and connect with the CIP Executive.

She provided an update on international relations, noting that the international planning institutes network had intended to convene in Detroit this year, however given the current political situation in the US CIP and others were reevaluating their travel plans. The group subsequently met and confirmed it will accept CIP's offer to convene at FUSION in Montreal.

She also reported on a meeting with a professor and department head from Meiji University in Tokyo, describing it as a useful international relationship-building opportunity. Materials from that discussion will be shared with staff.

Lesley noted that the Fellows student bursary has been renamed the Beate Bowron Bursary in recognition of Beate's contributions, and that Emilie Adin is taking over the role of Fellow liaison to CIP-PSTF.

She further reported on regular meetings with the CEO and provided an update on work underway through the Fellows liaison and related outreach with planning schools as part of Canada 2100.

She met with Pat Maloney, Chair of the Standards Advisory Committee. In response to concerns that they needed to engage competency experts in the process, they are planning to hire someone to teach the SAC volunteer group how to do that work. She also mentioned ongoing concerns regarding ACUPP and broader relationship issues with the Professional Standards Board, which she intends to continue working to improve. Discussion also touched on national standards, educational strategy, system integration issues, international member portability, and the need for stronger alignment between CIP and related bodies.

Jason added that Nipissing University will also be opening an undergraduate planning school soon with the Ontario Government's support designed to train planners for Northern regions. Janice added that they have not yet submitted to the PSB for accreditation.

4.6.1 KPIs 2025 Report

Marisa Lingard, Chief Operating Officer, presented a slide deck on key performance indicators from 2025. She acknowledged the significant efforts of staff in delivering the organization's initiatives and supporting new key projects. Highlights included the significant membership increase since 2022, largely following the integration of the Provincial and Territorial Associations (PTIAs) into a national database and the introduction of a single-invoice renewal system. Overall membership growth has been steady across most categories.

It was noted that the opt-in rate for CIP membership has increased substantially, particularly in Ontario, rising from the high-70% range in 2021 to approximately 94% currently. This trend suggests strong perceived value among members in maintaining CIP membership. Year-over-year membership growth was reported at approximately 7.7%, with increases largely driven by pre-candidate and candidate members opting into national membership through the integrated renewal system.

Results from the annual membership survey were also presented. Member satisfaction levels have remained stable in recent years and have improved significantly compared to approximately five years ago. Member engagement levels were reported at 91%, reflecting strong participation through activities such as volunteering, attending webinars, or participating in working groups.

The presentation also highlighted the highest-rated member benefits. These included:

- Webinars and professional learning opportunities
- The MCIP professional designation
- CIP advocacy work
- The CIP website

- *Plan Canada*

Advocacy was noted to have increased in importance in recent survey responses.

The Board also reviewed the lowest-rated benefits identified in the survey. These included the Path program, Emerging Leaders program, Inclusion Fund, CIP vlog, and digital badges. It was noted that these services are relatively new and that some survey responses reflected limited awareness among members.

Marisa advised that staff would continue to review lower-rated programs to determine whether adjustments are needed to improve awareness, impact, or return on investment. Planned actions include increased promotion of the Path professional development program, including more direct outreach and in-person engagement with PTIAs to increase participation.

A Board member asked how survey results inform future budget decisions and the potential discontinuation of programs, especially given the small sample size. Marisa explained that multiple indicators are considered when evaluating services, including usage data, marketing reach, staff capacity requirements, and financial costs. These metrics help determine whether programs should be adjusted, redesigned, or discontinued.

Eliza asked for clarification on the wording of survey questions related to the Emerging Leaders program and suggested that some survey questions could be refined in the future to measure the value of services to the profession rather than solely to individual members. Members agreed.

Marisa then provided an update on education and professional development programming. Ten webinars were delivered during the year, slightly below the typical target of 12–15 due to staffing transitions. Participant satisfaction remained strong at 88%. Continuing Professional Learning (CPL) units issued increased significantly, largely due to the size of the most recent national conference, which included approximately 1,500 in-person delegates.

Marisa reported that job board revenue has declined, reflecting broader labour market conditions and similar trends reported by PTIAs. Staff are exploring alternative strategies for generating revenue through the platform, including targeting HR audiences and employers more directly.

She also presented an overview of the digital badge program, which recognizes members' participation in various CIP activities such as volunteering, conference presentations, education programs, and awards. The program also contributes to CIP's visual brand identity and helps promote the organization externally when members share badges online.

Conference participation was reported as particularly strong, with nearly 1,500 in-person delegates and additional online participation. Survey results indicated that 93% of delegates reported successfully achieving their objectives, including expanding professional knowledge, earning CPL units, and networking.

The Board also received an update on website and communications metrics, noting increased website sessions and users compared to the previous year. The most visited pages included the National Job Board, conference information, the member login/CPL hub, and the “Becoming a Planner” page, which continues to serve as a key entry point for individuals seeking information about the profession.

Newsletter engagement remains high, with open rates between 68% and 70%, significantly above the sector average of approximately 40%. Finally, Marisa noted that policy and government relations KPIs are still under development, but early indicators include meetings with government officials, public statements, conference participation, and active partnerships. The organization also continues to support the Planning Directors Network, which currently includes approximately 152 members across Canada and serves as a forum for professional exchange and collaboration.

Marisa concluded the presentation by noting that the results provide a positive overview of organizational performance in 2025 and will inform ongoing planning and operational priorities for 2026.

4.6.2 2026 Key Initiatives and Workplan

Marisa then provided an overview of key new initiatives for 2026, stressing that this is in addition to existing ones. She advised that the initiatives have been organized by quarter and aligned to CIP’s strategic pillars.

In Q1, Marisa reported that quarterly National Planning Directors meetings have now been established. She also highlighted the development of a new community of practice platform within the national database and CIP’s re-engagement with the American Planning Association foresight committee on emerging trends.
Under the career support pillar, she introduced the new Future Planners Program, intended to support graduating students in transitioning into the profession through online modules and conference participation. She also reported that housing education modules are being developed and launched through the CMHC-funded project, alongside the creation of a new learning management system to host this content.

She provided an update on the ongoing PSB integration into the national database, explaining that the project will create a more seamless, single-system experience for candidate members and improve reporting and administrative coordination with PTIAs. She also noted the success of CIP’s first Road to RPP webinar, delivered in collaboration with the PSB, which attracted more than 350 participants, including many non-members. She further advised that CIP has launched Wordly, an AI-supported simultaneous translation tool, to support bilingual access to webinars and conference content.

With respect to the Reconciliation Action Plan, Marisa noted that Q1 initiatives include the launch of an Indigenous conference rate, the establishment of an Indigenous Reconciliation Fund, the call for an Indigenous Advisory Committee, procurement policy work, and the development of Indigenous-focused webinar programming.

In Q2, Marisa advised that *Plan Canada* will feature an issue focused on Sustainable Development Goal 11, and planning will begin for a Hill Day advocacy event in September. She also noted that CIP will launch the community of practice platform, update its specialties and skills list to better identify subject matter experts, and begin outreach to support podcast, media, and op-ed opportunities. She reported that education modules will be launched in Q2 and that CIP staff and leadership will attend all PTIA conferences during the year. She also noted that conference planning remains a major priority. Under the equitable planning pillar, she identified Q2 priorities including participation in Soaring, an Indigenous youth empowerment gathering, convening the first meeting of the Indigenous Advisory Committee, surveying Indigenous planners, and beginning outreach to Indigenous-led organizations.

In Q3, Marisa reported that CIP plans to hold its second annual Hill Day, launch a planning advocacy toolkit, and update the website to better reflect broader advocacy priorities. She also noted that national conference planning remains a major initiative, along with the first PSTF fundraising event at FUSION. Additional Q3 initiatives include development of a planning school directory for accredited universities, support for the first cohort of the Future Planners Program, and continued attendance at PTIA conferences. Marisa also noted that CIP will begin documenting case studies, support discussions on curriculum gaps, and develop additional Indigenous knowledge and protocol training modules.

In Q4, Marisa advised that CIP would begin research and development work on a renewed Great Places in Canada initiative, publish the first Canadian trends research report, continue advocacy toolkit work, and participate in PTIA and external conferences, including the Adaptation Canada conference and the Canadian Urban Institute summit. She concluded by noting that Q4 work under the equitable planning pillar will include reviewing the CPL Hub to improve access to Indigenous resources and beginning the design of an Indigenous mentorship initiative. Marisa emphasized that the volume of new initiatives is significant and reflects a substantial body of work for staff in 2026.

Board members expressed appreciation for the presentation and the breadth of work undertaken by staff evident from it. Questions and comments regarding the management report included:

- Ensuring management was appropriately planning for and monitoring capacity among staff. Management reviewed the various structures and systems in place to support staff at an individual and team level, as well as ensure budget alignment, and measure progress.

- It was suggested that senior management consider ranking initiatives by priority to better support decision-making as pressures arise.

- The question of how management was approaching development of Indigenous content and related initiatives given limited internal expertise in this area. Management advised that much of the first year's work was research and information gathering, which was hoped to include identifying potential partnership and contractors to support this work. Staff were also pursuing funding options for summer students and research internships e.g. MITACS

4.6.3 CMHC Housing Education Project

Marisa presented an update on the recently approved CMHC grant and outlined the work underway to deliver the funded initiatives. She noted that the grant supports several interconnected projects focused on housing, which was identified through CIP's member survey as the top policy and advocacy issue for members. She reported that 85% of respondents identified expanding affordable housing through planning policy and zoning reform as a key priority.

Marisa advised that one component of the project is an environmental scan of existing communities of practice. This work identified a gap in planner-specific forums, supporting the case for CIP to create a housing-focused community of practice for planners. She reported that staff had already completed a benchmarking survey of members, the results of which helped inform the topics for four housing education modules. A new housing working group of subject matter experts has also been established to guide the module content.

Marisa advised that CIP is working with a learning consultant, funded through the grant, to develop the four modules, including content structure, case studies, and assessment questions. In parallel, CIP is building two new features within its database: a community of practice platform for housing-related discussion and resource-sharing, and a learning management system to host courses, quizzes, and completion certificates.

She noted that the project timeline is aggressive, but that the grant funds have been committed by the required deadline. Work underway includes literature review, synthesis of source materials, platform development, and drafting of educational content, with launch targeted for spring 2026.

Marisa outlined the four proposed module topics:

- Innovation for housing supply and diversity
- Reducing regulatory friction in planning and approvals
- Unlocking hidden housing supply through infill, regeneration, and adaptive reuse
- Integrating supportive and transitional housing into complete communities

A Board member commented positively on the value of providing certificates upon completion of training modules, noting that this adds credibility and usefulness for participants.

In response to a question about recognition for volunteer subject matter experts, Marisa advised that contributors will be acknowledged within the modules at the annual conference and may also be featured in related webinar programming and other recognition opportunities.

The Board thanked Marisa for leading the work and noted the significant progress made in a short period of time.

4.6.4 Conference Update

Marisa provided an update on preparations for the FUSION 2026 conference in Montreal, noting the significant work undertaken by staff and volunteers, particularly Wendy and Delphine, in developing the program.

She reported that 325 session proposals were submitted and reviewed by the Program Advisory Committee. The final program will include a range of formats, including 60-minute and 75-minute sessions, workshops, and learning tours. The program has been developed in close collaboration with OUQ, with approximately 50% of sessions offered in French and 50% in English. Registration is expected to open in early March.

Marisa highlighted several program features, including the Meet and Mentor session, led by Pamela Sweet and François Lapointe, and the continued participation of the Emerging Leaders Program. The conference will also include the Max Bacon Run/Walk/Roll, with the conference team exploring ways to recognize the recent passing of Max Bacon, who founded the event in 1987.

She confirmed that Bob Rae will serve as a keynote speaker and noted that a second keynote speaker, an Indigenous leader from Quebec, was being finalized.

Marisa advised that the conference will be held at the Fairmont Queen Elizabeth, with the main social event titled “Masquerade Mystique” at Théâtre St-James. She noted that the conference format has been adjusted this year to include one primary social event, with a separate CIP-PSTF fundraising event added to the program, a Cirque du Soleil show.

She also highlighted that the Future Planners Program cohort will participate in the conference for the first time. Marisa outlined tentative key dates for Board members during the conference week, including a Board meeting on Sunday, participation in conference sessions beginning Tuesday, and events such as the BIPOC breakfast, VIP reception, and closing reception.

Board members asked why the fundraising event was scheduled on the final day of the conference, which may hurt attendance. Marisa explained that scheduling constraints required it to be held on Thursday evening, though future conferences would schedule similar events earlier in the program.

4.6.5 Revenue Generation Strategy

Valérie Broadfoot, Director of Business Development, presented an update on revenue generation initiatives, outlining completed, active, and planned activities.

She reported that the recently approved membership fee increase is expected to generate approximately $183,000 in additional revenue this year. Increases to Plan Canada subscription fees are projected to generate a modest increase of approximately $1,000, and a new cost-recovery fee has been introduced for re-mailing copies when members or subscribers have not updated their mailing addresses.

Valérie also advised that the Emerging Leaders Program secured $10,000 in sponsorship, with contributions from Urban Systems and the Professional Standards Board (PSB).

She further reported that CIP received $41,250 from CMHC for the housing community of practice initiative, and that an additional $10,000 from RTPI is expected through a related retrofit grant.

With respect to FUSION 2026, Valérie outlined sponsorship and exhibitor revenue efforts currently underway. She advised that $49,000 in conference sponsorships had already been confirmed, against a goal of $121,000, with additional major sponsorships under discussion. Confirmed conference partners include the PSB, Lidstone & Company, Bousfield, Esri Canada, Urban Strategies, Watson & Associates, The Personal Insurance Company, and NPG Planning Solutions. Exhibitor sales were reported at $13,500 to date, against a goal of $32,500.

Valérie introduced a new strategic partnership program, which offers organizations tailored opportunities to connect with CIP members through conference participation, educational programming, advertising, and communications channels. She advised that Esri Canada has already signed on as the first strategic partner.

She also reported that additional initiatives are in development, including webinar sponsorships, newsletter advertising, website advertising. Future partnership opportunities are also being explored for the Future Planners Program, the planning programs directory, and the advocacy toolkit.

Valérie provided details on the new PSTF fundraising event tied to the Montreal conference, noting that tickets for the Cirque du Soleil event will be sold separately from conference registration and that the difference between the group ticket price and regular ticket price will be the tax receiptable donation to support the PSTF.

During discussion, Board members expressed support for the breadth of the revenue generation strategy. A Board member noted that many initiatives continue to draw from familiar sectors and relationships, though this may reflect the size of the professional ecosystem.

Jason, speaking as Finance Committee Chair, expressed support for the additional revenue opportunities and asked about the projected fundraising return from the PSTF event relative to the Foundation's overall budget. Discussion clarified that the event is intended as an initial fundraising initiative and that future events may be able to generate greater returns with more integrated planning. A Board member suggested that future fundraising events could incorporate an optional higher donation level for attendees wishing to contribute more than the base ticket amount. This suggestion was received positively.

Further discussion clarified the current financial relationship between CIP and the PSTF, including CIP's annual administrative support and scholarship and bursary contributions.

4.6.7 Partnerships and Government Relations

4.6.8 Policy, Trends and Key Issues

Deborah started by presenting a summary of the American Planning Association 2026 Trend Report for Planners, noting that many of the issues identified in the United States are also present in Canada, though they may manifest differently. These include uncertainty in federal policy, the effects of government cutbacks on planning-related data and resources, declining trust in institutions, social cohesion and community safety concerns, the rise of populist sentiment, and the growing impact of artificial intelligence on planning, public engagement, education, and governance.

Moving to a specifically Canadian context, she spoke of Canada-US relationships – including the impact of the trade, uncertainty and slower investments –, a potential upcoming federal election translating in an emphasis on speed and expectation to deliver, and the rise of separatism and regional tensions likely to be exacerbated by selection of major projects. She spoke to federal priorities including sovereignty, economic security, resilience and capacity-building, and how they may impact planning related priorities.

It was suggested that organizations with a smaller national footprint may need to consider more focused advocacy efforts or partnerships to remain influential in this environment. With respect to housing, it was noted that federal framing appears increasingly focused on supply, labour mobility, productivity, and competitiveness, rather than primarily on affordability or social equity. Continued emphasis on modular and prefabricated construction was also noted. With respect to climate adaptation, it was observed that federal attention may increasingly prioritize clean energy, critical minerals, and strategic infrastructure. However, Deborah suggested that climate adaptation remains an area where CIP could still have meaningful influence, particularly in relation to retrofitting infrastructure and communicating the urgency of adaptation. On reconciliation, Deborah noted that the federal government continues to frame Indigenous engagement in terms of economic reconciliation and strategic partnership, while also acknowledging that many Indigenous communities may not currently have the financial, legal, or governance capacity to participate equitably in major projects without additional support. 4.6.9 Advocacy and Government Relations Committee/Working Group Lesley reported that she had discussed the proposed government relationship committee outline previous and agreed that a strong first step may be to form a board working group to review current priorities and proposed strategy. Lesley invited members to express interest to Deborah in joining the working group. 4.6.10 Board Discussion Board members continued the discussion that began during the presentation regarding the implications of public sector austerity, the role of private sector investment, and the need for CIP to consider where its advocacy efforts can have the greatest impact. Other comments and observations included: Suggestion that this presentation come at the beginning of board meetings to set context for the meeting Consideration should be given to building on this presentation as something to share with members to set stage for GR work, Hill Day Insights into mistrust of institutions, decline of higher education and how that impacts planning pipeline worth looking into more deeply	*Staff to convene a meeting of the Government Relations Working Group prior to the next board meeting*

One board member said the government's focus on housing supply was troublesome and suggested CIP and planners continue to emphasize that solutions are limited until the address affordability Others agreed emphasising climate change and housing were two key areas where planners have a lot to contribute Follow up on the federal rural development strategy discussed with the Secretary of State is recommended The group brainstormed ways for some of this information to be shared to the membership, which could include webinars and opportunities at conference, maybe even a conference keynote.	*Staff to provide a copy of the presentation to board members as requested*

Before moving into a closed session, Lesley acknowledged the hard work of each Board member whose term is coming to an end, including Paul, Janice, Laura and Eliza. Other members expressed their appreciation to Lesley for her vision, work and commitment to CIP as her term is also coming to an end.

6.0 Consent Agenda

Relevant Materials:
Draft Meeting Minutes – November 28, 2025 and December 16, 2025
Risk Report
CEO Report and Management Updates
2025 Carbon Neutrality Report
Confirmation of Q4 Remittances
2026 Elections – Dates and Call for Nominations Material
~~*Fellows' Response to EDI Report*~~
IAC Terms of Reference

The consent agenda was approved during the approval of the meeting agenda (item 3.0), except for the Fellow's Response to the EDI report which was externalized as an agenda point and ultimately postponed to the next meeting of the Board due to time constraints.

7.0 Closed Session

The Board held a closed session before calling for adjournment, to discuss human resources matters.

<u>Motion 2025-2026/27</u>
Moved: Jason Ferrigan / Seconded: Dan Huang
"That the CIP Board of Directors meeting convene in a closed session."
CARRIED.

<u>Motion 2025-2026/28</u>
Moved: Lesley Cabott / Seconded: Janice Barry
"That the CIP Board of Directors closed session be adjourned."
CARRIED.

8.0 Adjournment <u>Motion</u> Moved: Eliza Hydesmith / Seconded: Paul Bell *That the CIP Board of Directors meeting be adjourned.* CARRIED. The next meeting of the Board of Directors will be held virtually on May 7th at 2:00pm ET.	