



Draft Minutes

CIP Board of Directors Meeting

May 7, 2026

Virtual

Present:

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

Regrets:

Raida Chowdhury	Director
-----------------	----------

Staff:

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

1.0 Call to order

Action

Lesley Cabott, acting as Chair, welcomed everyone to the meeting and confirmed quorum had been achieved. She acknowledged that she was joining from Winnipeg on the traditional territories of the Anishinaabe, the Cree, the Dakotas, and the Dene peoples, and the homeland to the Red River Métis. The meeting was called to order.

2.0 Adoption of Draft Meeting Agenda

Action

Relevant material: May 7th, 2026 Draft Meeting Agenda

The Board considered the Draft Meeting Agenda. As Andrew Ramlo and Paul Bell disclosed conflicts of interests regarding the approval of Fellows nominations, the Chair suggested removing item 5.4 from the consent agenda and including it in the business agenda. There was agreement amongst the Board. No further amendments were proposed.

Motion 2025-2026/29

Moved: Olimpia Pantelimon / Seconded: Janice Barry

"That the agenda for the May 7th, 2026 Board of Directors meeting be approved, with item 5.4 removed from the consent agenda and added to the business agenda as item 4.5."

CARRIED.

3.0 Declaration of Conflict of Interest

Action

Lesley asked if there were any declarations of conflict of interest.

Andrew Ramlo and Paul Bell both declared a conflict on the Ratification of Honours and Awards Recipients Ratification due to personal relationships with nominees.

4.0 Board Business

Action

4.1 Finance

4.1.1 2025 Draft Audited Financial Statements

Relevant material: 2025 Draft Audited Financial Statements

The Chair invited Treasurer Jason Ferrian to introduce the draft 2025 audited financial statements. Jason noted that the audit had been completed by the organization's new auditor Welch LLP and acknowledged the significant effort required by staff and the auditor during the first year of engagement. He confirmed that the Finance Committee reviewed the audited financial statements and are recommending their approval.

Director of Finance and Administration Amaka Obehi presented the draft audited financial statements, highlighting that the audited results were consistent with the previously reported year-

end financial position. A restatement of certain 2024 accounts receivable balances was noted to reflect membership-related revenue appropriately. She also reviewed the organization's cash position, deferred revenue, deferred contributions, reserve balances, and year-end deficit, noting that the actual deficit was slightly better than the deficit previously approved by the Board. Management reported that there were no significant variances between the year-end results previously presented and the audited financial statements.

A Board member raised a question regarding a note in the financial statements describing the organization's financial responsibility for expenses incurred by the Statements Advisory Committee, and the related service agreements with PTIAs, who in turn cover portions of the expenses. The CEO advised that the wording warranted further review and indicated that management would confirm the interpretation with the auditors. Past President Dan Huang commented that the wording appeared unclear and that the organization's financial obligation was intended to be proportionate to its agreed contribution rather than encompassing the full obligation. Management undertook to review the note and make any necessary revisions with the auditors before the statements are presented to the membership.

A Board member further inquired about the history and application of the funding arrangement referenced in the note. Management explained that the arrangement was established through a relatively recent agreement and is subject to renewal and renegotiation as required.

Following discussion, the Board approved the draft 2025 audited financial statements, subject to any necessary revisions to the explanatory note identified during the discussion prior to presentation to the membership.

Motion 2025-2026/30

Moved: Jason Ferrigan / Seconded: Janice Barry

"That the draft 2025 Audited Financial Statements be approved as circulated."

CARRIED.

4.1.2 Recommendation of Auditor for 2026 Financial Statements

Motion 2025-2026/31

Moved: Jason Ferrigan / Seconded: Paul Bell

Clarification to be sought on note 8 and necessary edits to be made before presentation to the members.

Audited financial statements to be presented by the Treasurer at the 2026 Annual General Assembly.

"That Welch LLP be recommended to CIP members at the 2026 AGM as the auditors for the 2026 financial review."

CARRIED.

4.1.3 Q1 2026 Financial Report: Budget and Forecast Comparison

Relevant material: Q1 2026 Financial Report: Budget and Forecast Comparison

Amaka presented the Q1 2026 financial report, noting that the organization was tracking in line with the approved budget and remained on course to achieve the projected year-end deficit. She explained that revenues are front-loaded, particularly membership fees and conference registrations, while many expenses occur later in the year, resulting in a strong net income position in the first quarter. No significant financial concerns or risks were identified, it was concluded that the organization's financial position remained strong.

A Board member raised a question regarding unplanned legal expenses incurred during 2025 and whether those costs should be funded through the legal reserve rather than operating expenses.

Jason explained that approximately \$42,000 in unplanned legal and related HR expenses had been incurred, the majority of which had already been accounted for within the approved budget. He advised that, following consultation with management, staff's recommendation was to absorb the remaining costs through operating expenses rather than drawing from the legal reserve, given the organization's current financial position.

Amaka confirmed that the costs had largely been recognized in 2025, with the remaining amount absorbed in 2026 operations and further advised that the organization remained within its approved deficit position and that utilizing operating funds instead of the legal reserve was financially appropriate.

CEO Deborah Morrison noted that staff and the auditors considered treatment of the expenses as operating costs to be reasonable and transparent. She advised that reallocating the expenses to the legal reserve would not materially affect the organization's financial position and could create an inaccurate impression regarding the nature of the matter and the organization's risk profile.

Motion to be moved at the 2026 Annual General Assembly to approve the appointment of Welch LLP as the 2026 auditors.

Dan noted that the fund was fairly new and minimally funded during his term as President. He shared that he saw both points of view and deferred to staff and the auditor.

The Board member thanked everyone for their explanation and expressed appreciation for the historical context and the fact that the discussion and rationale for the accounting treatment would be reflected in the minutes.

The Chair suggested that the Finance Committee review and clarify the criteria governing the use of reserve funds. Treasurer Jason agreed and advised that the Finance Committee would consider the matter and provide information to the Board regarding the intended purpose and use of the organization's reserves.

4.2 GR Working Group Report

Deborah Morrison provided an update on several ongoing policy and government activities. She noted that the organization is preparing a sustainability response to a government request for input, with a submission deadline of May 17th, and that the Government Relations Committee would review the draft before it is finalized. She also reported that the committee is being expanded to include additional directors-at-large, with a targeted call for expertise in Arctic and Northern policy, defense, and housing. In parallel, she confirmed continued work toward developing a Canada-focused trends report for the year, with housing identified as the most appropriate focus given the need for expertise in trends, projections, and solutions. Deborah also shared reflections from her participation at the Public Policy Forum in Toronto, where she engaged with stakeholders including developers and policy actors. She highlighted themes from these discussions, including the view that while federal policy direction is generally supported, implementation is seen as too slow and would benefit from stronger collaboration across federal and provincial governments. She emphasized the importance of intergovernmental coordination and positioned CIP as playing a potential role in facilitating collaboration and contributing planning expertise to broader policy discussions.

In discussion, a board member sought clarification on the timing and deadline for the submission, which was confirmed to be the 17th, the same date as the committee recruitment deadline.

The Chair expressed appreciation for the update and confirmed an upcoming meeting later in the month.

4.3 Management Reports

4.3.1 Housing Online Modules Update and Demo

Chief Operating Officer Marisa Lingard provided a detailed update on the CMHC grant project, noting that the majority of deliverables are now nearing completion. She summarized the work completed to date, including an environmental scan confirming limited existing communities of practice in housing for planners, and a benchmarking survey that informed the development of four housing-focused on-demand education modules. These modules were developed with support from a subject matter expert working group and a learning consultant, and have now been launched in the member area as part of a new on-demand learning section. She also outlined the broader technical build, including integration with the association management system (AMS), development of a learning management system (LMS), and creation of a Community of Practice platform within the member portal. The project has been structured in phases, with the first phase now launched, the second phase scheduled for June 1, and a third phase including a webinar series, engagement strategy, and expansion of non-member access. A key component of the next phase is the launch of a discussion forum focused initially on housing, as well as a resource library that will include vetted materials, webinars, and publications. She also described the establishment of a Community of Practice Stewardship Working Group to support moderation, annual content review, and vetting of submitted resources. The final CMHC project report is due August 31, and she thanked contributors for their work in developing the educational content and supporting materials.

In discussion, a board member raised concerns about copyright and the inclusion of academic materials in the resource library, to which management confirmed that submission terms and conditions require contributors to verify permissions before resources can be uploaded.

A question was raised about whether continuing professional learning (CPL) credits apply to webinars and on-demand courses and if we are promoting that. It was confirmed that live participation is automatically credited, while on-demand participation requires members to self-report, and that this will be promoted.

Several members emphasized its potential as both a professional resource and a revenue-generating platform, particularly through engagement of non-members and public subscribers. Management confirmed that a revenue strategy is being

developed, including targeting non-members, planners without certification, and public audiences.

Additional suggestions were made regarding linking or integrating academic resources, including open-access journal content, and improving coordination with PTIAs for communications and content sharing. Management confirmed that submissions will be accepted through an online form, with all resources subject to review and vetting by the working group prior to publication.

Board members expressed strong support for the initiative, highlighting its quality, value to members and quick development. Several congratulations were shared.

4.3.2 FUSION Conference Logistics

Marisa provided an update on the upcoming FUSION conference in Montreal. She reported that in-person registration has reached capacity, with approximately 860 delegates confirmed, and that efforts are now focused on increasing virtual attendance as a revenue stream with no additional costs. She outlined key conference features, including the Emerging Leaders program, the Future Planners initiative aimed at graduating students, keynote sessions, and a fundraising event supporting the Planning Student Trust Fund in partnership with Cirque du Soleil. She also summarized opportunities for board involvement, including session moderation, participation in the resume clinic, presence at the CIP booth, and participation in the first-time delegate breakfast. She shared the agenda overview and highlighted board-relevant events such as the Board meeting, joint CIP–OUQ sessions, VIP reception, and PSTF fundraising activities.

In discussion, it was requested that the BIPOC breakfast be explicitly added to the Board schedule, which was agreed to and supported.

Deborah Morrison advised that there may be a minor change to the Monday schedule involving a proposed walking tour hosted by the City for National Planning Directors, and a potential shift of the PAF meeting to the afternoon to accommodate presenters. The Chair encouraged board participation in the National Planning Directors meeting and confirmed that attendance would be possible with advance notice due to capacity limits.

A board member raised a question about venue capacity and whether the conference could accommodate additional attendees given that the event was already sold out. Management explained that venue constraints and advance bookings limit expansion in

the short term, though future conferences may allow for scaling with new venues and destinations become available.

Another clarification was sought regarding student and emerging planner events, and management confirmed the distinction between the Emerging Leaders CIP–OUQ board lunch and the Student Networking lunch, noting that board members are welcome and encouraged to attend student-facing events to support engagement and networking.

4.3.3 PSB Ethics Standard rollout

Marisa provided a brief update on the PSB Ethics Standards rollout, noting that the project is in its final stages but awaiting formal approval from the PSB Board at its upcoming meeting. She explained that CIP’s role, in coordination with the PTIAs, is to lead a coordinated communications rollout once final approval and agreed-upon messaging are confirmed. This aims to ensure a unified communication approach, while allowing PTIAs to tailor messaging to reflect their distinct provincial legislative contexts and implementation differences. She noted that a joint communications meeting with PTIAs and PSB had been planned but was postponed pending PSB approval, and will be rescheduled in the coming weeks. Once finalized, the rollout will include aligned messaging across organizations, with supporting materials for member communications.

In discussion, the Chair emphasized the importance of clarity around governance and roles between PSB, SAC, and PTIAs in relation to standards development and communication, noting ongoing complexity in the structure and the need for continued discussion. It was confirmed that CIP will not alter the content of the standards, but that PTIAs may need to make jurisdiction-specific adaptations and undertake their own ratification processes.

Management highlighted that the timing of the rollout is important due to upcoming exam preparations, as candidates writing in September will be assessed on the new ethics standards, making exam candidates and mentors a key priority audience for communication.

4.3.4 RAP Progress Report

Deborah Morrison provided an update on the Reconciliation Action Plan, noting that implementation is being overseen by Manager of Policy and Government Relations Rebecca Judd with support from Marisa and herself. She explained that a progress dashboard has been developed based on the approved action

plan to track first-year implementation, and that the current version is a draft presented in a simplified Excel format. A more refined and publicly facing version will be developed for the AGM and for use with the Indigenous Advisory Committee IAC. She reported substantial progress across multiple goals since launch in February, including the establishment of a new IAC, where 14 applications were received and 11 candidates were deemed eligible after screening. Six returning members from the previous council were included alongside new members to balance continuity and renewal, and two members associated with the emerging Indigenous planning institute were included, with an informal seat limit applied to avoid conflicts of interest. An Inuit seat is being held open following advice to ensure appropriate representation, and Métis representation is included among the confirmed members. The new council is expected to hold its first meeting in early June.

She also outlined progress on procurement targets, noting that the 5% Indigenous procurement goal has been embedded in policy and that the organization is now tracking progress against it. A new Indigenous-led merchandise supplier has been engaged, which is already delivering cost and service benefits. Additional updates included delivery of an Indigenous-led webinar on rights and governance, with further sessions planned for the fall. She noted the launch of an Indigenous conference support package offering subsidized registration and the establishment of a broader reconciliation fund to support participation through travel assistance and honoraria, with initial grants already approved. Work is also underway on broader relationship-building with Indigenous organizations, including outreach to Inuit organizations and engagement with national Indigenous planning initiatives. She further reported that an Indigenous staff hire has been made in the policy area, and that governance-related bylaw and articles of continuance amendments will be brought forward at the AGM to create an Indigenous Director Board seat. She emphasized that implementation is increasingly being embedded across staff responsibilities rather than concentrated in a single role.

In discussion, a Board member raised a question about the naming of the reconciliation fund and whether its title appropriately reflects its purpose, suggesting potential confusion between funding support and broader reconciliation objectives.

Management responded that the naming had been considered in relation to existing inclusion funding streams and confirmed that the intent is to support Indigenous participation and engagement as part of broader reconciliation efforts, while remaining open to revisiting terminology.

The Chair noted overall strong progress on the action plan since February and thanked Deborah for the presentation.

4.4 Fellows EDI Report Discussion

Relevant materials: Fellows EDI Report Discussion

The Board discussed the Fellows' response to the EDI report commissioned from Dr. Kristen Agnello. Several members expressed significant concerns with aspects of the Fellows' commentary, including perceived conflation of race and ethnicity, problematic assumptions regarding identity and mixed heritage, and the framing of certain topics such as gender identity, sexual orientation, and systemic barriers. Members also raised concern that the response placed strong emphasis on "merit" as a guiding principle, with some noting that merit is not a neutral concept and may reflect underlying systemic bias within the profession. Questions were also raised about the representativeness of the Fellows' input, given the relatively small number of contributors, and whether the response adequately reflected the broader Fellows community.

In discussion, it was clarified that the Fellows were asked to provide feedback on the Agnello report as part of a consultative process intended to inform CIP's response to members, but that the Board is not obligated to adopt or act on the Fellows' recommendations. Management noted that CIP still has an outstanding obligation to respond to members regarding the Agnello report, and that broader work on EDI strategy and governance review is planned for a future work cycle. Some members emphasized the need to revisit the Fellows selection and evaluation process in light of concerns raised in both the Agnello report and the response, including issues of consistency, transparency, and bias in adjudication processes. Others highlighted that the exercise had been intended as input rather than a directive, and noted that participation levels in the Fellows consultation appeared limited, potentially affecting the representativeness of the response.

Members also discussed procedural considerations for future consultations, including the importance of clearly defining the scope and questions posed to groups such as the Fellows to ensure more focused and actionable feedback. It was confirmed that both the original Agnello report and the Fellows' response will be circulated to ensure all Board members have access to the full context before further discussion. The matter was noted as requiring further consideration in future Board work, particularly in relation to EDI governance and the Fellows program process.

Circulate the original Agnello report and the Fellows' response to all Board members.

Bring forward a future discussion on EDI governance/strategy review as part of the planned 2027 work cycle.

4.5 July Board Meeting Agenda Discussion

The Chair provided a brief update on the upcoming July Board meeting, noting that external ecosystem partners will be invited to participate as outlined in the President's report. The focus of the meeting will be engagement with these partners, alongside standard Board business items, including financial updates.

Governance Officer Delphine Robitaille added that preliminary discussion items will also include a short list of topics related to the next year's election process, and invited Board members to reach out with any additional agenda items following the meeting.

4.5 Honours & Awards Recipient Ratification

Relevant Materials: Honours & Awards Recipients Ratification

The Chair reminded members that this was removed from the consent agenda due to conflicts of interest with Fellow nominees, and shared her excitement at getting to call the new Fellows.

Motion 2025-2026/32

Moved: Lesley Cabott / Seconded: Laura Hartney

"That the Jury's recommendation of 7 Fellow nominees and 2 Emerging Planner Awards nominees be approved by the Board of Directors."

CARRIED WITH NOTED ABSECTIONS FROM ANDREW RAMLO AND PAUL BELL

4.6 Recognition of Outgoing Directors

The Chair formally acknowledged the outgoing Board members, Eliza and Laura, expressing appreciation for their service, contributions, and ongoing support to the Board and executive committee throughout their terms. She highlighted their engagement, availability, and guidance provided during their tenure.

Both outgoing members offered brief remarks in response. Laura noted that stepping down was a difficult decision but appropriate given her tenure, and thanked the Board, noting confidence in her successor representing Saskatchewan. Eliza expressed appreciation for her time on the Board, acknowledged the support received throughout her term, and encouraged Board members to reach out to future student and new Board representatives, noting the value of informal outreach in helping new members

integrate and feel welcome. Several Board members expressed thanks and best wishes to both outgoing members.

5.0 Consent Agenda

Relevant Materials:

The consent agenda was approved with the adoption of the meeting agenda (item 3.0).

=

6.0 In-Camera Session

The Board held an in-camera session before adjourning.

Motion 2025-2026/33

Moved: Beate Bowron / Seconded: Brandon Umpherville

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

CARRIED.

Motion 2025-2026/34

Moved: Laura Hartney / Seconded: Eliza Hydesmith

“That the CIP Board of Directors meeting be adjourned.”

CARRIED.

The next meeting of the Board of Directors will be held in person on July 5th in Montreal.