

Board of Directors Public Meeting Agenda

December 10, 2025 12:00 p.m. ET

[Online via Zoom](#)

ITEM	TOPIC	PAGE	ACTION
1. Introductory Matters/Call to Order/ Approval of Agenda/Conflicts of Interest			
1.1	Call to Order (R. McHugh, Chair) – 12:00 p.m. Introductory Remarks	-	-
1.2	Conflicts of Interest (R. McHugh, Chair) – 12:05 p.m. Board members are to declare if they have any conflicts regarding matters on the agenda	-	-
1.3	Approval of Agenda (R. McHugh, Chair) – 12:05 p.m. Board members approve agenda as circulated or as amended if there are any additions or deletions Motion: Be it resolved that the meeting agenda is approved as circulated.	-	For Decision
2. Consent Agenda – (R. McHugh, Chair) – 12:05 p.m.			
	Directors are to indicate if any Items included in the consent agenda below be removed and added to the regular agenda for further discussion. Motion: Be it resolved that the minutes and recommended changes to committee skills matrices in the consent agenda are approved.		
2.1	Approval of Minutes Minutes – 2025-06-05- Board Meeting	6	For Decision
2.2	Committee Reports Purpose – CPATA’s committees play a vital role in CPATA’s regulatory initiatives. Each Committee has a unique function, as described in the reports. To consider committee recommendations presented to the Board from time to time for approval, and to otherwise meet its fiduciary oversight duties, the Board receives regular reports from each Committee. Input – Committee reports (listed below) Output – Board considers reports and recommendations from Committees for information and adoption. Going forward – Ongoing reports from Committees to advance CPATA governance and regulatory initiatives.		For Information

	<ol style="list-style-type: none"> 1. Investigations Committee 2. Discipline Committee 3. Registration Committee 4. Audit and Risk Committee <ol style="list-style-type: none"> 5a: October 31, 2025 Financial Statements 5b: Legislative Compliance Memo 5. Governance Committee <ol style="list-style-type: none"> 6a: Revised Committee Skills Matrices <ul style="list-style-type: none"> • Audit & Risk Committee • Governance Committee • Registration Committee • Investigations Committee • Discipline Committee 	<p>9 11 13 16 20 29 32 34 38 42 46 50</p>	For Decision
3. Governance Updates - 12:30 p.m.			
3.1	<p>Governance Committee Terms of Reference (Tom Conway, Chair, Governance Committee)</p> <p>Purpose – To review and approve revised Terms of Reference for the Governance Committee.</p> <p>Input – Governance Committee Terms of Reference - revised</p> <p>Output – Governance Committee Terms of Reference (approved)</p> <p>Going forward – The Governance Committee will continue to monitor appropriate Terms of Reference for Committees and bring amendments forward from time to time.</p> <p>MOTION: Be it resolved that the Board approve the revised Governance Committee Terms of Reference as presented.</p> <p>Materials: Memo – Governance Committee Terms of Reference Governance Committee Terms of Reference – Revised</p>	<p>55 57</p>	For Decision
3.2	<p>CEO & Registrar’s Annual Performance and Compensation Review Working Group - Terms of Reference (Tom Conway, Chair, Governance Committee)</p> <p>Purpose – To create and appoint members to a CEO & Registrar’s Annual Performance and Compensation Review Working Group (WG).</p> <p>Input – WG Terms of Reference</p> <p>Output – WG Terms of Reference (approved) and WG Appointees</p> <p>Going forward – The WG will support the Board in it’s annual CEO & Registrar’s performance and compensation review.</p> <p>MOTION: Be it resolved that the Board approve the creation of a CEO & Registrar’s</p>		For Decision

	<p>Annual Performance and Compensation Review Working Group and approve its attached Terms of Reference.</p> <p>Motion regarding appointments to the Working Group will be brought forward at the meeting.</p> <p>Materials: Memo – CEO & Registrar’s Annual Performance and Compensation Review Working Group CEO & Registrar’s Annual Performance and Compensation Review Working Group Terms of Reference</p>	60 62	
3.3	<p>Registration Committee Appointment (J. Slabodkin, Deputy Registrar)</p> <p>Motion will be brought forward at the meeting.</p>	-	For Decision
4. 2023–2025 Strategic Framework in Review (J. Strawczynski, CEO & Registrar) – 12:50 p.m.			
4.1	<p>Purpose – The Board oversees CPATA’s operations and approves its strategic plan. Input – 2023–2025 Strategic Framework Output – 2026–2028 CPATA Strategic Framework (for approval below) Going forward – The CEO will provide regular updates to the Board on progress towards strategic framework objectives.</p> <p>Materials: PPT: 2023–2025 Strategic Framework in Review Activity Plan (2025) – update</p>	64 92	For Information
5. 2026–2028 Strategic Framework (J. Strawczynski, CEO & Registrar) – 1:10 p.m.			
5.1	<p>Purpose – The Board oversees CPATA’s operations and approves its strategic plan. Input – 2026–2028 Strategic Framework – Draft Output – 2026–2028 CPATA Strategic Framework (approved) Going forward – The CEO will provide regular updates to the Board.</p> <p>MOTION: Be it resolved that the Board approves the 2026–2028 CPATA Strategic Framework as presented.</p> <p>Materials: Memo – Strategic Framework 2026–2028 Strategic Framework Activity Plan (2026–2028)</p>	97 106 108	For Decision

6. **Fiscal Responsibility (S. Walker, CFO, J. Strawczynski, CEO & Registrar) – 1:30 p.m.**

6.1	<p>Financial Reserves Policy</p> <p>Purpose – The Board oversees CPATA’s longer term financial stability, reflecting both fiduciary duties and need for organizational stability. This revised policy is presented for the Board’s consideration and approval.</p> <p>Input – Revised Financial Reserves Policy</p> <p>Output – Financial Reserves Policy – revised (approved)</p> <p>Going forward – The CEO will provide updates as required.</p> <p>MOTION: Be it resolved the Board approves the revised Financial Reserves Policy as presented.</p> <p>Materials: Memo – Updates to Financial Reserves Policy Financial Reserves Policy – Revised Memo Reserve Fund Practices Research</p>	113 116 119	For Decision
6.2	<p>Budget 2026</p> <p>Purpose – The Board oversees CPATA’s operations and approves its annual budget. The budget is presented for the Board’s consideration and approval.</p> <p>Input – 2026 Draft budget materials</p> <p>Output – 2026 Budget (approved)</p> <p>Going forward – The CEO will provide regular updates on the annual budget.</p> <p>MOTION: Be it resolved the Board approves the 2026 Budget as presented.</p> <p>Materials: Memo – 2026 Budget Assumptions CPATA Budget 2026 Schedules</p>	125 132	For Decision
Other business – 2:00 p.m.			
MOTION: Be it resolved that the public part of the meeting be adjourned.			
In Camera – 2:15 p.m.			
In camera discussions			

For Information

1. Communications
 - [June Newsletter](#)

- [July Newsletter](#)
- [August Newsletter](#)
- [September Newsletter](#)
- [October Newsletter](#)
- [November Newsletter](#)

2. Policies

- [Registrar's Policy on Accommodations for Exams](#)
- [Discipline Committee Policy – Request to Admit](#)
- Financial Polices – administrative updates
 - [Financial-Policy-No.-2-Payment-Authorization-Policy.pdf](#)
 - [Travel-and-Reimbursement-Policy.pdf](#)
 - [Financial-Policy-No.-4-Bank-Account-and-Credit-Card-Privacy-Policy.pdf](#)
 - [Financial-Policy-No.-5-Financial-Records-Retention-Policy.pdf](#)
 - [Financial-Policy-No.-6-Payroll-and-Remuneration-Policy.pdf](#)
 - [Financial-Policy-No.-7-Capital-Assets-Policy.pdf](#)

Public Board of Directors Meeting
Held via Zoom
June 5, 2025
9 a.m. ET
Minutes

BOARD MEMBERS:

Ruth McHugh, Chair
Iris Almeida-Côté
Amber Batool
Karima Bawa
Tom Conway
Anne-Abigaïl Fils-Aimé
Steve Garland
Dennis Haszko
Scott Jolliffe

STAFF:

Juda Strawczynski, CEO and Registrar
Jennifer Slabodkin, Director of Registration and Education, Deputy Registrar
Victoria Rees, General Counsel, Professional Regulation
Sean Walker, CFO
Andrés Diaz, Director of Operations
Dana Dragomir, Director of Communications
Anne-Thiphaine Camus, Administrator – Registration & Education
Vicci Sakkas, Administrative Coordinator

COMMITTEE CHAIRS:

Bob Plamondon, Chair of the Audit and Risk Committee
Marcel Mongeon, Chair of Discipline Committee
Mark Pioro, Chair of the Registration Committee
Kris Dangerfield, Chair of the Investigations Committee

1. **Introductory Matters/Call to Order/Approval of Agenda/Conflicts of Interest**

The meeting was called to order at 9:00 a.m. ET.

The Chair made opening remarks and acknowledged that CPATA is the federal regulator of patent agents and trademark agents in Canada, the traditional and ancestral territory of many Indigenous Peoples. The Chair welcomed two new directors to the Board: Anne-Abigaïl Fils-Aimé and Dennis Haszko, and expressed thanks to outgoing elected directors Brigitte Chan and Andrew Currier for their expertise and dedication.

Scott Jolliffe, Steve Garland and Ruth McHugh declared conflicts of interest due to the motions regarding appointments.

On a motion duly moved and seconded, it was resolved that the agenda for the June 5, 2025 meeting of CPATA's Board of Directors be adopted.

2. **Consent Agenda**

On a motion moved and seconded, it was resolved that the Minutes of the March 24, 2025 Board meeting be approved.

3. **Election of the Chair of the Board of Directors & Committee Appointments**

Scott Jolliffe, Steve Garland and Ruth McHugh recused themselves from the meeting.

On a motion moved and seconded, it was resolved that Ruth McHugh be reappointed as Chair of CPATA's Board of Directors until the Annual General Meeting in 2027. Should Ruth McHugh's term of office not be extended by the Minister, the Board will appoint a new Chair at the earliest opportunity.

On a motion moved and seconded, it was resolved that Scott Jolliffe be appointed to the Audit and Risk Committee and that Steve Garland be appointed to the Governance Committee until the Annual General Meeting in 2027.

Scott Jolliffe, Steve Garland and Ruth McHugh returned to the meeting.

4. **Reports**

Committee Reports

Kris Dangerfield gave an oral report on the work of the Investigations Committee.

Mark Pioro gave an oral report on the work of the Registration Committee.

Tom Conway gave an oral report on the work of the Governance Committee.

Bob Plamondon gave an oral report on the work of the Audit and Risk Committee.

CEO Report

Juda Strawczynski gave an oral CEO report that focused on the 2025 work plan to date.

Program Reports

Victoria Rees gave an oral report on Professional Responsibility.

Dennis Haszko joined the meeting at 10:33 a.m.

5. **Pathways to Licensure**

Jennifer Slabodkin provided an update on the consultation on apprenticeships, including the key findings and next steps.

6. **Fiscal Responsibility**

Appointment of Auditors

On a motion duly moved and seconded, it was resolved that the Board reappoint Doane Grant Thornton LLP as External Auditor for CPATA's 2025 year-end audit.

Travel and Reimbursement Policy

On a motion duly moved and seconded, it was resolved that the revised Travel and Reimbursement Policy be approved and the CFO authorized to update Appendix A as necessary to reflect the Government of Canada's Treasury Board mileage rate and the CRA for the Meals and Incidentals rates.

7. **Termination**

With agreement from all directors the Chair terminated the meeting at 10:48 a.m. ET.



Ruth McHugh

Chair of the Board of Directors

Minutes approved on December XX, 2025

Report of the Investigations Committee

TO	CPATA Board of Directors
FROM	Kristin Dangerfield
DATE	December 10, 2025
REPORTING PERIOD	June to November 2025

Committee Role and Authority

s. 37 of the CPATA Act provides that the Investigations Committee must, on the basis of a complaint or on its own initiative, conduct an investigation into a licensee's conduct and activities if it has reasonable grounds to believe that the licensee has committed professional misconduct or was incompetent. The Committee considers whether to commence an investigation on its own initiative on the basis of information referred to it by the Registrar, or considers complaints filed by complainants and referred to it by the Registrar.

It is the Committee's role to evaluate whether the results of an investigation provide reasonable grounds for the Committee to believe that a licensee has committed professional misconduct or was incompetent. If there is no such evidence, the Committee must dismiss the complaint. If there is such evidence, the Committee must make an Application to the Discipline Committee.

Committee Composition

Section 21 of the CPATA Act and s. 2 of the Regulations require that the Investigations Committee and Discipline Committee each be comprised of a majority of non-licensees. Prior to appointment of each committee, the Board approved Terms of Reference and Skills Matrices setting out the knowledge, skills, experience and attributes required to carry out this work in the public interest. These Skills Matrices were fine-tuned once each committee completed training and began their work and have continued to be fine-tuned by the Governance Committee and Board.

The Investigations Committee began its work in 2021 with five members – 2 licensees and 3 non-licensees, and in 2024 was expanded to nine members – 4 licensees and 5 non-licensees. In 2024 one of the licensee members retired and therefore the total is currently eight. This expansion was based on the volume of work, need for broader demographic representation and to expand the level of licensee experience available to the committee.

Current members for 2024-2026 are:

C. Kristin Dangerfield, Chair – non-licensee, MAN.

Jean-Sébastien Brière – patent agent, QUE

Pierre Cantin – patent agent, QUE
Kiril (Liam) Grigoriev – non-licensee, ON
Terry Jaenen – non-licensee, MAN
Barbara Murchie – non-licensee, ON
Karol Pawlina – trademark agent, ON
Len Polsky – non-licensee, AB

Committee Activity

Between June and November 2025, the Investigations Committee met four times: July 17, September 9, October 1 (special meeting with decision by email) and November 20. The Committee made the following decisions at these meetings:

- i. On the basis of a prosecutorial viability opinion relating to a completed complaint investigation involving a solo trademark practitioner, the IC resolved to dismiss the complaint with best practices advice about client communications and quality of service, on condition that the licensee enter into a consensual Undertaking to make certain practice improvements and complete ethics education to be completed by the fall. This resolution was confirmed, completed and the file closed.
- ii. On the basis of an investigation report and subject matter expert opinion relating to a complaint against a patent agent, the IC resolved to dismiss the complaint with best practices advice relating to the applicable standard of due care and client communications.
- iii. With respect to three new complaints referred to the IC by the Registrar against two trademark agents and one patent agent, the IC resolved to retain investigators and/or obtain a legal opinion on the applicable ethical standard to be applied.
- iv. The IC also agreed to review the new Code of Professional Conduct training videos as part of their ongoing professional development.

With regard to the two licensees who were suspended under s. 37.1(1) last year, these matters continue to be monitored

Respectfully submitted by



C. Kristin Dangerfield

Chair of the Investigations Committee

Report of the Discipline Committee

TO	CPATA Board of Directors
FROM	Marcel Mongeon, Chair
DATE	December 10, 2025
REPORTING PERIOD	June – November 2025

Committee's Role and Authority

Section 51 of the Act provides that the Discipline Committee must hold an oral hearing for every application made by the Investigations Committee in order to determine whether a licensee committed professional misconduct or was incompetent. Hearings are open to the public, and by default are conducted with the parties via Zoom and concurrently streamed on YouTube for those wishing to observe the proceedings. All decisions of Discipline Committee panels are published on CPATA's website and on CanLII.

Committee Composition

Section 21 of the CPATA Act and s. 2 of the Regulations require that the Investigations Committee and Discipline Committee each be comprised of a majority of non-licensees. Prior to appointment of each committee, the Board approved Terms of Reference and Skills Matrices setting out the knowledge, skills, experience and attributes required to carry out this work in the public interest. These Skills Matrices were fine-tuned once each committee completed training and began their work and have continued to be fine-tuned by the Governance Committee and Board.

Current Discipline Committee members are:

Marcel Mongeon – Chair, Trademark Agent and Patent Agent, ON

Raj Anand, non-licensee, ON

Charles Boulakia, Trademark Agent and Patent Agent, ON

Susan Boulter, non-licensee, MB

Benoit Yelle, Patent Agent, QC

Jean Whittow, non-licensee, BC

Sam Lanctin, non-licensee, NB

Guy Joubert, Trademark Agent (inactive), MB

Committee Activities

For the period June to November 2025, the Committee as a whole met once on October 5th. At this meeting, the Committee reviewed the draft Policy on Review of Investigation Committee s. 37(1) Interim Decisions and are seeking input from independent counsel. For purposes of ongoing professional development, the DC members agreed to watch the new Code of Professional Conduct training videos.

During this period, the panel in the matter of Eric Fincham released its decision on penalty, previously circulated to the Board, and discussion was had of procedural matters arising from those proceedings.

The Committee next meets as a whole on December 8, 2025.

Ongoing Proceedings

There are currently no new matters scheduled for hearing.

Respectfully submitted by



Marcel Mongeon

Chair of the Discipline Committee

Report of the Registration Committee

TO	CPATA Board of Directors
FROM	Mark Pioro, Chair, Registration Committee
DATE	December 10, 2025
REPORTING PERIOD	June - December 2025

Committee Role and Authority

The Registration Committee assists the Registrar in administering the College’s licensing requirements. The Committee:

- sets the standards for the qualifying examinations and the evaluation of licensees; and
- when requested by an applicant or a licensee, reviews decisions made by the Registrar under the By-laws.

Committee Composition

Prior to appointment to the Committee, the Board approved the Terms of Reference and the Skills Matrix setting out the knowledge, skills, experience and attributes required to carry out this work in the public interest. The Skills Matrix was fine-tuned once the Committee completed training and began their work and continues to be fine-tuned by the Governance Committee and Board as necessary.

The Terms of Reference set Committee composition of up to seven (7) members, the majority of whom are not licensees and are otherwise qualified to serve under section 3 of the Regulations. Section 3 of the Regulations require that the “Committee administering licensing requirements”, or the “Registration Committee”, as it is referred to, must:

- (a) be composed of individuals who may be removed at pleasure by the Board;
- (b) not include any individual who is a member of an association the primary purpose of which is to represent the interests of persons who provide advice on patents or trademarks;
- (c) include a representative from the Patent Office and the Office of the Registrar of Trademarks; and
- (d) be subject to a conflict of interest policy established by the Board.

The Registration Committee began its work in 2021 with six (6) members – 2 licensees and 4 non-licensees, and in 2022 was expanded to seven (7) members – 3 licensees and 4 non-licensees.

Current members for 2024–2026 are:

- Mark Pioro – Chair – non-licensee, ON
- Alessandro Colonnier – patent agent, trademark agent, ON
- Tina McKay – trademark agent, AB
- Heidi Jensen – trademark agent, ON
- Hilary Rose – non-licensee, AB
- Natalie de Paulsen – CIPO representative, non-licensee, Office of the Registrar of Trademarks, ON

Finally, the Committee would like to express their appreciation to Jeff Orser, CIPO representative from the Patent Office, who joined the Committee in 2021 and who will be stepping down from his appointment effective December 9, 2025. Jeff’s participation on the Committee was instrumental to the progress made on the competency initiative and he will be missed.

The new CIPO representative for the Patent Branch is expected to be appointed at the December 2025 Board of Directors meeting.

Spring 2025 Administration of the Knowledge Examinations

CPATA’s vision is to ensure public access to a globally respected body of patent agents and trademark agents who are highly skilled, ethical, and current in their knowledge. The Committee has been focused on this vision through supporting the multi-year competency initiative.

After developing technical competency profiles which set clear standards for patent agents and trademark agents, CPATA began to review and redevelop the qualifying examinations, relying heavily on input from the professions in the process, to improve defensibility and fairness. The new examinations:

- test against the technical competencies.
- are comprised of the knowledge exams (to assess the patent and trademark-related knowledge concepts specified in the profiles) and the skills exams (to assess the application of skills required for patent agent and trademark agent practice as specified in the profiles).
- are more transparent, fair, and defensible.
- allow CPATA to appropriately assess whether a candidate demonstrates the minimum level of competency required of an entry-level agent.

In 2023, the Committee adopted its policy for how it would set pass marks for the new examinations. The new pass marks (also known as cut scores or passing standards) are based on defensible standard-setting methodologies appropriate for high-stakes professional qualifying examinations.

Following the examinations and a robust standard-setting process, at the July 9, 2025, meeting, the Committee approved the pass marks for each Knowledge Examination after considering the standard setting report prepared and provided by the psychometric consultant and having a robust discussion. The report:

- provided a process overview, which described the modified Angoff methodology and how it was implemented; and
- invited the Committee to consider important information (including an evaluation of the pass mark results, standard error calculation of the pass mark, the reliability calculation, relevant exam-specific considerations, and relevant standard-setting specific considerations).

On July 24, 2025 CPATA released the exam results to candidates. Each candidate received a performance report, which provided the following information:

- overall result (competency demonstrated or competency not yet demonstrated);
- performance details (above the standard, just meets the standard, approaches the standard, or below the standard);
- performance for each knowledge area (meets or below); and
- frequently asked questions that were designed to provide clarity on the results.

On the 2025 Spring Trademark Knowledge Examination administered on May 27, 2025, 26/29 (90%) candidates demonstrated competency. On the 2025 Spring Patent Knowledge Examination administered on June 10, 2025, 22/23 (96%) candidates demonstrated competency.

[2025 Spring Trademark Knowledge Examination Report](#)

[2025 Spring Patent Knowledge Examination Report](#)

The Committee was pleased to see that setting clear standards for the profession improved candidates' abilities to demonstrate competency on the Knowledge Examinations. These candidates established their eligibility to write the Skills Examinations.

The 2025 Trademark Agent Skills Examination was administered on September 16-17, 2025, and the Patent Agent Skills Examinations were administered October 27-30, 2025. The Committee will be meeting to review the pass marks for the Trademark Agent Skills Examination and Patent Agent Skills Examinations on December 12, 2025, and January 30, 2026, respectively.

The 2026 Winter Trademark Knowledge Examination will be administered on February 10, 2026, and the 2026 Winter Patent Knowledge Examination will be administered on February 24, 2026. The Committee looks forward to its review and approval of the cut-scores for the Winter 2026 Knowledge Examinations at its March 12, 2026, meeting.

Sincerely,



Mark Pioro

Chair of the Registration Committee

Report of the Audit and Risk Committee

TO	CPATA Board of Directors
FROM	Bob Plamondon
DATE	December 10, 2025
REPORTING PERIOD	June to November 2025

Committee Role and Authority

The purpose of the Audit & Risk (A&R) Committee is to assist the Board in fulfilling its fiduciary obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the Board for approval.

The Committee must demonstrate strong and principled advice to foster confidence in the College's financial integrity.

Board Chair and CEO & Registrar Expenses

The Audit & Risk Committee Chair reviewed the CEO and Board Chair expenses for reasonableness for the period January 1, 2025, to October 31, 2025. There were no concerns noted.

Committee Activities

Since the last update to the Board in June 2025, the Committee met numerous times. The Activities of the committee at each meeting are outlined below.

At the July 15th meeting, the Committee:

1. Reviewed the Minutes and Action Log from the May 13, 2025 meeting.
2. Reviewed the internal financial statements (May 2025) and supporting information with a comparison to budget and forecast for the remainder of the year for 2025. The Committee recommended approval of the financial reports for distribution to the Board.
3. Reviewed and approved the Legislative Compliance memo and Checklist from the CEO & Registrar and CFO for the end of June 2025.
4. Reviewed the Financial Areas Updates memo from the CEO & Registrar and CFO. The memo highlighted areas including;
 - Financial update for May
 - Committee Composition
 - Investment Advisor update

- ISED Minister guarantee re: Line of Credit
 - New process re: Board Chair and CEO Expenses
 - Reappointment of Doane Grant Thornton as Auditors for 2025
5. With the assistance of the Director of Operations – reviewed the Cyber Incident and Emergency Response Framework (CERF)
 6. The CFO presented the Committee with an updated risk register and heat map, mapping 27 identified risks by impact and probability. Top risks identified are prioritized for ongoing mitigation efforts and monitoring.

At the September 8th meeting, the Committee:

1. Reviewed the Minutes and Action Log from the July 15th meeting.
2. Reviewed the internal financial statements (July 2025) and supporting information with a comparison to budget and forecast for the remainder of the year for 2025. The Committee recommended approval of the financial reports for distribution to the Board.
3. Reviewed and approved the Legislative Compliance memo and Checklist from the CEO & Registrar and CFO for the end of August 2025.
4. Reviewed the Financial Areas Updates memo from the CEO & Registrar and CFO. The memo highlighted areas including;
 - Cash Balances as of July
 - Highlights from Financial Statements
 - Administrative policies updates
 - Line of Credit guarantee
5. Reviewed an updated draft of Financial Reserves Policy which will be revised as part of the 2026 budgeting process.
6. Reviewed an initial high-level draft of Budget Assumptions for the 2026 budget process.

At the October 27th meeting, the Committee:

1. Reviewed the Minutes and Action Log from the September 8th meeting.
2. Reviewed the internal financial statements (September 2025) and supporting information with a comparison to budget and forecast for the remainder of the year for 2025. The Committee recommended approval of the financial reports for distribution to the Board.
3. Reviewed and approved the Legislative Compliance memo and Checklist from the CEO & Registrar and CFO for the end of September 2025.
4. Reviewed the Financial Areas Updates memo from the CEO & Registrar and CFO. The memo highlighted areas including;
 - Cash and GIC Balances as of September
 - Highlights from Financial Statements
 - Administrative policies updates
 - Update on employee health benefit plan review

5. Reviewed the next draft of the 2026 budget schedules and supporting memo. Including the estimated fee adjustment related to CPI changes October 2025 compared to 2024, in accordance with CPATA's By-laws, section 89. Reviewed updated assumptions on Revenue and Expenses for the 2026 Budget.
6. As part of the budget discussion, the Committee discussed that it will be reviewing CPATA's reserve policies (Operational and Regulatory) in the near future to determine what will be prudent for the long term.
7. Reviewed the research performed by the CFO on the various Reserves and best practices of approximately 50 regulatory organizations across Canada.

At the November 24th meeting, the Committee:

1. Reviewed the Minutes and Action Log from the October 27th meeting.
2. Reviewed the internal financial statements (October 2025) and supporting information with a comparison to budget and forecast for the remainder of the year for 2025. The Committee recommended approval of the financial reports for distribution to the Board.
3. Reviewed and approved the Legislative Compliance memo and Checklist from the CEO & Registrar and CFO for the end of October 2025 to be provided to the Board.
4. Reviewed the Financial Areas Updates memo from the CEO & Registrar and CFO. The memo highlighted areas including;
 - a. Cash and GIC Balances as of October
 - b. Highlights from Financial Statements
 - c. Long-Term financial planning and future request from comments from public on fees
 - d. Removal of ISED Minister's (Government of Canada) guarantee on Line of Credit
5. Reviewed Final draft of Budget Assumptions memo and supporting Budget Schedules for 2026. The Committee is comfortable with the budget as now presented including a 2.2% CPI increase on all fees. The Committee has recommended approval of the Budget to the Board.
6. Reviewed the Final draft of the Financial Reserves Policy and supporting memo. The Committee is comfortable with the revised policy and have recommended approval of the Financial Reserves Policy to the Board.

Upcoming Committee meetings focus

- February 2026 will include a review of the preliminary final results from 2025.
- Meeting with external auditors from Doane Grant Thorton to discuss their proposed audit plan for 2025.
- Formalization of the Committee's meeting schedule and intended Work Plan for 2026.
- Review of the Legislative Compliance memo and Checklist from the CEO & Registrar and CFO.
- Review of the most recent internal financial reports as they become available.
- Potential review of any amendments to financial policies.



Robert Plamondon

Chair of the Audit and Risk Committee

Financial Reports

College of Patent Agents and Trademark Agents
For the period ended October 31, 2025



Prepared by
Sean Walker, CFO

Prepared on
November 19, 2025

Statement of Financial Position

As of October 31, 2025

	TOTAL	
	AS OF OCT. 31, 2025	AS OF OCT. 31, 2024 (PY)
Assets		
Current Assets		
Cash and Cash Equivalent		
1011 RBC Chequing	34,354	513,969
1015 RBC Savings Account	552,210	
1500 G.I.C	3,051,289	1,739,343
Total Cash and Cash Equivalent	\$3,637,853	\$2,253,312
1400 Prepaid expenses	29,513	25,555
Total Current Assets	\$3,667,365	\$2,278,867
Non-current Assets		
Property, plant and equipment		
1600 Computer Equipment	13,405	13,749
1605 Computer Equipment - Accum Amort	(4,903)	(5,807)
Total Property, plant and equipment	\$8,502	\$7,941
Total Non Current Assets	\$8,502	\$7,941
Total Assets	\$3,675,867	\$2,286,808
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable (A/P)		
2000 Accounts Payable (A/P)	76,318	31,471
Total Accounts Payable (A/P)	\$76,318	\$31,471
Credit Card	\$5,860	\$7,261
2010 Accrued Payables	38,648	0
2015 Accrued Liabilities - Comm & Reg Remuneration	11,450	15,675
2050 GST/HST Payable (Receivable)	(10,721)	(6,455)
2150 Payroll liabilities	0	(33,501)
Total Current Liabilities	\$121,555	\$14,451
Deferred Revenue		
2200 Deferred Revenue - Payments Received	0	195
2210 Deferred License Fees - Class 1	577,143	577,819
2211 Deferred License Fees - Class 2	6,418	7,083
2213 Deferred License Fees - Class 3	8,818	7,772
2214 Deferred License Fees - Class 4	4,654	4,053
Total Deferred Revenue	\$597,033	\$596,922
Total Liabilities	\$718,588	\$611,373
Net Assets		
Internally Restricted Net Assets	1,725,284	292,298
Excess (Deficiency) of Revenues over Expenditures	1,231,995	1,383,137
Total Net Assets	\$2,957,279	\$1,675,435
Total Liabilities and Equity	\$3,675,867	\$2,286,808

Statement of Operations

October 2025

	TOTAL		
	OCT. 2025	OCT. 2024 (PY)	JAN - OCT., 2025 (YTD)
REVENUES			
4000 Licence Fee Income			
4010 Licensee fees - Class 1	288,227	289,247	2,885,716
4011 Class 1 Licence Fee Income - PY Adj			1,800
4020 Class 2 Agent Fees	3,209	3,542	32,088
4030 Class 3a Licence Fees	2,610	2,561	23,710
4031 Class 3b Licence Fees	2,038	1,438	20,383
4040 Class 4 Inactive Agent fees	2,327	2,114	23,269
Total 4000 Licence Fee Income	298,411	298,901	2,986,965
4052 Qualifying Exam Fees			
4050 Skills Exam Fees	104,958	96,600	150,654
4051 Knowledge Exam Fee			44,268
Total 4052 Qualifying Exam Fees	104,958	96,600	194,922
4070 Application fee income	3,111	2,300	41,284
4060 Certificate & Letters Fees	306	100	2,652
4075 Foreign Practitioner Fees			16,346
Total 4070 Application fee income	3,417	2,400	60,282
4200 Regulatory Discipline income			5,000
Total REVENUES	\$406,786	\$397,901	\$3,247,169
Total Income	\$406,786	\$397,901	\$3,247,169
EXPENDITURES			
5500 Wages & Benefits			
5510 Wages	82,246	65,408	779,549
5520 Wages - Benefits	5,238	2,840	47,588
5530 Wages - CPP	1,120	1,424	33,731
5535 Wages - QC QPIP	85	104	1,705
5540 Wages - EI	271	452	9,307
5550 RRSP Expenses	4,769	3,807	45,203
5560 Health Services/Labour - QC	416	345	3,980
Total 5500 Wages & Benefits	94,146	74,379	921,064
6005 Professional and consulting fees			
6015 Audit Fees			450
6020 Communications & Marketing fees			18,950
6025 Graphic Design	1,181		13,818
6030 Legal Fees	37,108	27,417	244,365
6045 Election Professional Fees			7,573
6050 Professional fees - Planning			7,500
6060 Translation expenses	10,284	10,516	120,541
6210 Consulting - Communications	2,162	2,791	16,095
6230 Consulting - Human Resources			275
Total 6005 Professional and consulting fees	50,735	40,724	429,566
6200 Technology and Systems Expenses			
6270 IT Consultants - Network & General	1,098	983	10,724

Statement of Operations

October 2025

	TOTAL		
	OCT. 2025	OCT. 2024 (PY)	JAN - OCT., 2025 (YTD)
6280 IT Consultant - License Systems	5,700	6,330	75,708
6290 IT Consultant - Website	778		8,538
Total 6200 Technology and Systems Expenses	7,576	7,313	94,969
6500 Board & Committee Governance Expenses			
6501 Board of Directors Travel & Meeting Expenses			
6502 Board - Meeting expenses			12,613
6520 Board - Travel	1,547	2,423	21,317
6525 Board - Meal costs	214		11,467
6530 Board - Training			3,649
Total 6501 Board of Directors Travel & Meeting Expenses	1,761	2,423	49,046
6510 Board - Remuneration	5,000	5,000	89,200
6610 Committees - Member Compensation	6,450	10,725	80,050
Total 6500 Board & Committee Governance Expenses	13,211	18,148	218,296
6700 Registration & Exam Expenses			
6710 Consulting - Admissions	44,350		151,600
6720 Exam Advisory Group - Remuneration		0	31,599
6730 Exam Software costs	34,960	17,446	56,359
6731 Election Software Costs			1,800
Total 6700 Registration & Exam Expenses	79,310	17,446	241,358
7010 Bank fees and interest	371	596	75,199
7135 Insurance	4,463	4,405	44,392
7205 Office Expenses	2,855	3,739	31,975
7310 Staff Travel and Training expenses	10,579	23,589	28,534
8000 Amortization	226	112	2,468
8005 Loss (Gain) on Disposal of Assets		1,060	1,731
Total 8000 Amortization	226	1,172	4,200
Total EXPENDITURES	\$263,472	\$191,510	\$2,089,553
OTHER INCOME			
4220 Interest earned	8,115	11,819	74,379
Total Other Income	\$8,115	\$11,819	\$74,379
EXCESS (DEFICIT) OF REVENUE OVER EXPENDITURES	\$151,429	\$218,210	\$1,231,995

College of Patent Agents and Trademark Agents

Statement of Operations by Department

January - October, 2025

	ADMINISTRATION & OPERATIONS	BOARD & GOVERNANCE	COMMUNICATIONS & STAKEHOLDER RELATIONS	REGULATIONS - COMPLAINTS	REGULATIONS - REGISTRATION	TOTAL
REVENUES						
4000 Licence Fee Income						\$0
4010 Licensee fees - Class 1	2,885,716					\$2,885,716
4011 Class 1 Licence Fee Income - PY Adj	1,800					\$1,800
4020 Class 2 Agent Fees	32,088					\$32,088
4030 Class 3a Licence Fees	23,710					\$23,710
4031 Class 3b Licence Fees	20,383					\$20,383
4040 Class 4 Inactive Agent fees	23,269					\$23,269
Total 4000 Licence Fee Income	2,986,965					\$2,986,965
4052 Qualifying Exam Fees						\$0
4050 Skills Exam Fees					150,654	\$150,654
4051 Knowledge Exam Fee					44,268	\$44,268
Total 4052 Qualifying Exam Fees					194,922	\$194,922
4070 Application fee income	41,284					\$41,284
4060 Certificate & Letters Fees	2,652					\$2,652
4075 Foreign Practitioner Fees	16,346					\$16,346
Total 4070 Application fee income	60,282					\$60,282
4200 Regulatory Discipline income				5,000		\$5,000
Total REVENUES	\$3,047,247	\$0	\$0	\$5,000	\$194,922	\$3,247,169
Total Income	\$3,047,247	\$0	\$0	\$5,000	\$194,922	\$3,247,169
EXPENDITURES						
5500 Wages & Benefits	918,540	2,524				\$921,064
6005 Professional and consulting fees						\$0
6015 Audit Fees	450					\$450
6020 Communications & Marketing fees			18,950			\$18,950
6025 Graphic Design			13,818			\$13,818
6030 Legal Fees				235,938	8,428	\$244,365
6045 Election Professional Fees		7,573				\$7,573
6050 Professional fees - Planning	7,500					\$7,500
6060 Translation expenses			45,778	5,126	69,636	\$120,541
6210 Consulting - Communications	0		11,721	1,232	3,143	\$16,095
6230 Consulting - Human Resources	275					\$275
Total 6005 Professional and consulting fees	8,225	7,573	90,267	242,296	81,206	\$429,566
6200 Technology and Systems Expenses						\$0
6270 IT Consultants - Network & General	10,724					\$10,724
6280 IT Consultant - License Systems	75,708					\$75,708
6290 IT Consultant - Website			8,538			\$8,538
Total 6200 Technology and Systems Expenses	86,432		8,538			\$94,969
6500 Board & Committee Governance Expenses						\$0
6501 Board of Directors Travel & Meeting Expenses						\$0
6502 Board - Meeting expenses		12,613				\$12,613
6520 Board - Travel		21,317				\$21,317
6525 Board - Meal costs		11,467				\$11,467
6530 Board - Training		3,649				\$3,649
Total 6501 Board of Directors Travel & Meeting Expenses		49,046				\$49,046
6510 Board - Remuneration		89,200				\$89,200
6610 Committees - Member Compensation		68,525		11,525		\$80,050
Total 6500 Board & Committee Governance Expenses		206,771		11,525		\$218,296
6700 Registration & Exam Expenses						\$0
6710 Consulting - Admissions					151,600	\$151,600
6720 Exam Advisory Group - Remuneration					31,599	\$31,599
6730 Exam Software costs					56,359	\$56,359
6731 Election Software Costs		1,800				\$1,800
Total 6700 Registration & Exam Expenses		1,800			239,558	\$241,358
7010 Bank fees and interest	75,199					\$75,199
7135 Insurance		44,392				\$44,392
7205 Office Expenses	30,288	40	1,647			\$31,975
7310 Staff Travel and Training expenses	28,509	25				\$28,534
8000 Amortization	2,468					\$2,468
8005 Loss (Gain) on Disposal of Assets	1,731					\$1,731
Total 8000 Amortization	4,200					\$4,200
Total EXPENDITURES	\$1,151,392	\$263,125	\$100,451	\$253,821	\$320,764	\$2,089,553
OTHER INCOME						
4220 Interest earned	74,379					\$74,379
Total Other Income	\$74,379	\$0	\$0	\$0	\$0	\$74,379
EXCESS (DEFICIT) OF REVENUE OVER EXPENDITURES	\$1,970,234	\$(263,125)	\$(100,451)	\$(248,821)	\$(125,842)	\$1,231,995

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
4000 Licence Fee Income		0	0	
4010 Licensee fees - Class 1	2,885,716	2,951,000	(65,284)	98.00 %
4011 Class 1 Licence Fee Income - PY Adj	1,800		1,800	
4020 Class 2 Agent Fees	32,088	36,700	(4,613)	87.00 %
4030 Class 3a Licence Fees	23,710	38,400	(14,690)	62.00 %
4031 Class 3b Licence Fees	20,383		20,383	
4040 Class 4 Inactive Agent fees	23,269	20,400	2,869	114.00 %
Total 4000 Licence Fee Income	2,986,965	3,046,500	(59,535)	98.00 %
4052 Qualifying Exam Fees				
4050 Skills Exam Fees	150,654	144,000	6,654	105.00 %
4051 Knowledge Exam Fee	44,268	43,000	1,268	103.00 %
Total 4052 Qualifying Exam Fees	194,922	187,000	7,922	104.00 %
4070 Application fee income	41,284	30,000	11,284	138.00 %
4060 Certificate & Letters Fees	2,652	2,500	152	106.00 %
4075 Foreign Practitioner Fees	16,346	13,000	3,346	126.00 %
Total 4070 Application fee income	60,282	45,500	14,782	132.00 %
4200 Regulatory Discipline income	5,000		5,000	
Total Income	\$3,247,169	\$3,279,000	\$ (31,831)	99.00 %
GROSS PROFIT	\$3,247,169	\$3,279,000	\$ (31,831)	99.00 %
Expenses				
5500 Wages & Benefits				
5510 Wages	779,549	776,000	3,549	100.00 %
5520 Wages - Benefits	47,588	28,900	18,688	165.00 %
5530 Wages - CPP	33,731	32,600	1,131	103.00 %
5535 Wages - QC QPIP	1,705	1,400	305	122.00 %
5540 Wages - EI	9,307	9,000	307	103.00 %
5550 RRSP Expenses	45,203	45,000	203	100.00 %
5560 Health Services/Labour - QC	3,980	4,000	(20)	99.00 %
Total 5500 Wages & Benefits	921,064	896,900	24,164	103.00 %
6005 Professional and consulting fees				
6015 Audit Fees	450	0	450	
6020 Communications & Marketing fees	18,950	33,300	(14,350)	57.00 %
6025 Graphic Design	13,818	10,000	3,818	138.00 %
6030 Legal Fees	132,344	196,600	(64,256)	67.00 %
6035 General Counsel, Prof Reg	110,000	110,000	0	100.00 %
6215 Discipline Support Fees	2,021	15,000	(12,979)	13.00 %
Total 6030 Legal Fees	244,365	321,600	(77,235)	76.00 %
6045 Election Professional Fees	7,573	2,200	5,373	344.00 %
6050 Professional fees - Planning	7,500	12,000	(4,500)	63.00 %
6060 Translation expenses	120,541	75,000	45,541	161.00 %
6210 Consulting - Communications	16,095	17,500	(1,405)	92.00 %
6230 Consulting - Human Resources	275	21,000	(20,725)	1.00 %

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total 6005 Professional and consulting fees	429,566	492,600	(63,034)	87.00 %
6200 Technology and Systems Expenses				
6270 IT Consultants - Network & General	10,724	11,000	(276)	97.00 %
6280 IT Consultant - License Systems	75,708	84,200	(8,493)	90.00 %
6290 IT Consultant - Website	8,538	9,200	(663)	93.00 %
Total 6200 Technology and Systems Expenses	94,969	104,400	(9,431)	91.00 %
6500 Board & Committee Governance Expenses				
6501 Board of Directors Travel & Meeting Expenses				
6502 Board - Meeting expenses	12,613	8,000	4,613	158.00 %
6520 Board - Travel	21,317	18,000	3,317	118.00 %
6525 Board - Meal costs	11,467	7,800	3,667	147.00 %
6530 Board - Training	3,649	7,500	(3,851)	49.00 %
Total 6501 Board of Directors Travel & Meeting Expenses	49,046	41,300	7,746	119.00 %
6510 Board - Remuneration	89,200	90,500	(1,300)	99.00 %
6610 Committees - Member Compensation				
6611 A&R Committee Remuneration	17,475	13,700	3,775	128.00 %
6612 Discipline Committee Remuneration	14,125	9,300	4,825	152.00 %
6613 Investigation Committee Remuneration	18,025	28,500	(10,475)	63.00 %
6614 Registration Committee Remuneration	11,375	14,400	(3,025)	79.00 %
6615 Governance Committee Remuneration	7,525	5,400	2,125	139.00 %
6616 Hearing Panel Remuneration	11,525	38,000	(26,475)	30.00 %
Total 6610 Committees - Member Compensation	80,050	109,300	(29,250)	73.00 %
Total 6500 Board & Committee Governance Expenses	218,296	241,100	(22,804)	91.00 %
6700 Registration & Exam Expenses				
6710 Consulting - Admissions	151,600	132,000	19,600	115.00 %
6720 Exam Advisory Group - Remuneration	31,599	60,000	(28,401)	53.00 %
6730 Exam Software costs	56,359	60,000	(3,641)	94.00 %
6731 Election Software Costs	1,800	1,800	0	100.00 %
Total 6700 Registration & Exam Expenses	241,358	253,800	(12,442)	95.00 %
7010 Bank fees and interest	1,718	1,800	(82)	95.00 %
7020 Credit Card Processing Fees	73,482	79,000	(5,518)	93.00 %
Total 7010 Bank fees and interest	75,199	80,800	(5,601)	93.00 %
7135 Insurance	44,392	47,600	(3,208)	93.00 %
7205 Office Expenses	31,975	37,400	(5,425)	85.00 %
7310 Staff Travel and Training expenses	28,534	59,600	(31,066)	48.00 %
Total Expenses	\$2,085,353	\$2,214,200	\$ (128,847)	94.00 %
NET OPERATING INCOME	\$1,161,816	\$1,064,800	\$97,016	109.00 %
Other Income				
4220 Interest earned	74,379	66,000	8,379	113.00 %
Total Other Income	\$74,379	\$66,000	\$8,379	113.00 %
Other Expenses				
7410 Contingency		82,000	(82,000)	
8000 Amortization	2,468	3,300	(832)	75.00 %

College of Patent Agents and Trademark Agents

Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L Classes

January - October, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
8005 Loss (Gain) on Disposal of Assets	1,731		1,731	
Total 8000 Amortization	4,200	3,300	900	127.00 %
Total Other Expenses	\$4,200	\$85,300	\$ (81,100)	5.00 %
NET OTHER INCOME	\$70,179	\$ (19,300)	\$89,479	(364.00 %)
NET INCOME	\$1,231,995	\$1,045,500	\$186,495	118.00 %

Statement of Cash Flows

January - October, 2025

	TOTAL
OPERATING ACTIVITIES	
Net Income	1,231,995
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1400 Prepaid expenses	(12,017)
1605 Computer Equipment - Accum Amort	(1,554)
2000 Accounts Payable (A/P)	(9,199)
2025 RBC Credit Card #4816	(2,245)
2026 RBC Credit Card #8522	1,830
2010 Accrued Payables	14,573
2015 Accrued Liabilities - Comm & Reg Remuneration	(38,550)
2050 GST/HST Payable (Receivable)	(10,721)
2060 GST/HST Payable (Receivable):GST/HST Suspense	31,446
2150 Payroll liabilities	(7,988)
2200 Deferred Revenue - Payments Received	(85)
2210 Deferred License Fees - Class 1	577,143
2211 Deferred License Fees - Class 2	6,418
2213 Deferred License Fees - Class 3	8,818
2214 Deferred License Fees - Class 4	4,654
2250 Deferred Exam Fees	(1,071)
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	561,452
Net cash provided by operating activities	\$1,793,447
INVESTING ACTIVITIES	
1600 Computer Equipment	2,335
Net cash provided by investing activities	\$2,335
NET CASH INCREASE FOR PERIOD	\$1,795,782
Cash at beginning of period	1,842,071
CASH AT END OF PERIOD	\$3,637,853

Memorandum

TO	Audit & Risk Committee, Board of Directors
FROM	Juda Strawczynski, CEO & Registrar Sean Walker, CFO
DATE	November 24, 2025
SUBJECT	Legislative Compliance memo

This memo is written to the Audit & Risk Committee and the Board of Directors of the College of Patent Agents and Trademarks Agents (CPATA) to provide an update on CPATA's legislative compliance reporting and remittance requirements.

GST/HST

CPATA is required to file GST/HST returns for each quarter by the end of the following month. The most recent return for the period of July 1 to September 30, 2025, was filed with CRA on October 21, 2025, with an expected refund of \$8,820. The next return for October 1 to December 31, 2025, is due to be filed by January 31, 2026.

Payroll Statutory Deductions

CPATA has employees and Board members who receive remuneration for their positions on the Board. As a result, CPATA is required to withhold and remit statutory deductions from payroll for the various federal government programs. These include Canada Pension Plan (CPP), Quebec Parental Insurance Plan (QPIP), Quebec Pension Plan (QPP), Employment Insurance (EI) and Income Tax (CRA and Revenu Quebec). CPATA is a monthly remitter for these Statutory deductions and must remit to the Canada Revenue Agency (CRA) and Revenu Quebec by the 15th of the month after the employees are paid. CPATA is up to date with payroll remittances to CRA and Revenu Québec as of the end of October 2025.

Annual Federal filing requirements with CRA

CPATA is required to file a Not-for-Profit Organization (NPO) Information Return (T1044) for 2024 with CRA within 6 months of the year ending December 31, 2024, by June 30, 2025. CPATA is not a taxable entity so income tax will not be required, however, the returns must still be filed. The return was sent to CRA on April 17th.

Annual Report and Audited Financial Statements

CPATA has completed its Annual Report for 2025, which was delivered to the Minister of Innovation, Science and Industry as required by s. 25 of the CPATA Act by March 31, 2025. We are also required (By-law 30) to publish a report (on website) on Board and Committee expenses paid during the year. This report has been prepared and was published along with the Audited Financial Statements on the CPATA Website before March 31 and was also provided to the Minister.

Privacy Act and Access to Information Act

CPATA is subject to the Privacy Act and the Access to Information Act. in accordance with section 94 of the Access to Information Act and section 72 of the Privacy Act, in early September 2025, CPATA reported on its activities in two reports which were provided to the government at the end of August to be tabled in Parliament. These reports were tabled on October 2nd, 2025 and were posted on CPATA's after tabling. We have noted in our Access to Information Annual Report, that we have reported all the required information but have been late filing some of the reports over the past year due to developing administrative processes and understanding reporting requirements. We now have the process ready and will ensure that the reports are submitted before the deadline, i.e. within 30 days after the month of

reimbursement. We have noted in our Access to Information Annual Report, that we have reported all the required information but have been late filing some of the reports over the past year due to developing administrative processes and understanding reporting requirements. We now have the process ready and will ensure that the reports are submitted before the deadline, i.e. within 30 days after the month of reimbursement.

We have filed the Proactive Publication documents on Travel and Hospitality expenses of the Board of Directors and CEO & Registrar. The latest report for October 2025 has been filed.

Official Languages Act

CPATA is of the view that it complies with the *Official Languages Act*.

The Director of Communications, who is also the Champion of Official Languages at CPATA continues to monitor compliance and evaluate any emerging areas. She is an active participant in Communities of Practice set up through the Official Languages Centre of Excellence (OCLE). Staff have received two training sessions on CPATA's Official Languages Act obligations this year. CPATA submitted its statistical report on workforce data to the government by the May 31 deadline (a new requirement applicable to all institutions).

We continue to develop our processes to publish Board materials in both official languages in accordance with the deadlines set out in CPATA's By-laws; this has been a challenge for some meetings in the past given tight meeting turnaround times. The 2025 meeting schedule provides for greater turnaround times which should facilitate meeting By-law timelines.

Acknowledgement of Compliance

By signing below, Juda Strawczynski, CEO & Registrar and Sean Walker, CFO acknowledge that the statements made in this letter are accurate and that CPATA is in compliance with all statutory legislative requirements included in the Certificate below.

Juda Strawczynski



CEO & Registrar

Sean Walker, CPA, CGA, CIA



Chief Financial Officer

¹ **25 (1)** On or before March 31 of each year, the College must submit to the Minister a report on the College's activities during the preceding calendar year.

(2) The Minister must cause a copy of the report to be tabled in each House of Parliament on any of the first 15 days on which that House is sitting after the day on which the Minister receives it.

**Legislative Compliance Certificate
CONFIRMATION OF STATUTORY OBLIGATIONS
For the period: ending October 31, 2025**

	OBLIGATION TO BE FULFILLED	CONFIRMED
1.	Excise Tax Act (Canada) GST/HST <ul style="list-style-type: none"> Quarterly report and remit required net goods and services tax 	Yes
2.	Employment Insurance Act (Canada) <ul style="list-style-type: none"> Deduct, withhold, submit employer's and employee's EI premiums (handled by Wagepoint) 	Yes
3.	Canada Pension Act (Canada) <ul style="list-style-type: none"> Deduct, withhold, submit employer's and employee's CPP contributions (handled by Wagepoint) 	Yes
4.	Income Tax Act (Canada) <ul style="list-style-type: none"> Deduct, withhold, submit in respect of salaries (handled by Wagepoint) 	Yes
5.	Income Tax Act (Canada) <ul style="list-style-type: none"> Provide Employees and other remunerated by the College with Statements of Remuneration Paid (T4 and T4A's) File the statements with CRA by February 28 	Yes
6.	Act Respecting the Régie De L'Assurance Maladie Du Québec - Employer's Health Tax/Health Services Fund (Quebec) <ul style="list-style-type: none"> Report and remit EHT/HSF 	Yes
7.	Act Respecting Parental Insurance - Provincial Parental Insurance Plan (QPIP - Quebec) <ul style="list-style-type: none"> Report and remit QPIP 	Yes
8.	Income Tax Act (Canada) <ul style="list-style-type: none"> File an Annual Non-Profit Organization (NPO) Information Return (T1044) by June 30 	Yes
9.	CPATA Act (Canada) <ul style="list-style-type: none"> CPATA's Annual Report is delivered to the Minister of Innovation, Science and Industry by March 31 	Yes
10.	Access to Information Act <ul style="list-style-type: none"> CPATA annual reporting to government by September Proactive Publication to be reported within 30 days of previous month-end 	Yes
11.	Privacy Act <ul style="list-style-type: none"> CPATA annual reporting to government by September 	Yes

Report of the Governance Committee

TO	CPATA Board of Directors
FROM	Tom Conway, Chair
DATE	December 10, 2025
REPORTING PERIOD	June – November 2025

Motion

Be it resolved that the Board approve the revised Committee Skills Matrices attached to this report.

Committee Role

The Governance Committee is responsible for providing advice and recommendations to the Board on a variety of governance issues, thereby supporting the Board in operating in accordance with best practices.

Committee Activity

For the period June to November 2025, the Governance Committee met on September 9th and November 7th. Its business included the following:

Governance Committee Terms of Reference

Through 2024/25, the GC has been engaged in the process of reviewing Committee (ToRs) and recommending changes where appropriate. The GC has now completed its review of its own ToRs and recommends amendments to reflect changes in how the work is being done over the past few years, by-law amendments and best practices. A memo providing further background and revised ToRs is provided in the materials at Tab [3.1] for the Board’s consideration and approval. This completes the GC’s current review of Committee ToRs.

Committee Skills Matrices

Further to the GC’s review of Committee ToRs, the Committee has been reviewing the accompanying Committee Skills Matrices, which also require housekeeping amendments and updates. The proposed revised Skills Matrices are attached for the Board’s approval.

Conflicts Register

The GC approved a new Conflicts Register for the Board which is now being used as a further means of

managing conflict risks.

Board and Committee Evaluation

The GC reviewed its Board and Director annual self-evaluation form and process. It approved a minor revision to the Director evaluation survey form. The results of Director annual self-evaluation surveys will be reviewed by the Chairs of the Board and GC with the CEO and an informal report may be brought to the Board if appropriate.

The GC is now overseeing the development of a Committee evaluation form and process be implemented early in 2026 as a means of ensuring appropriate oversight of CPATA's committees while balancing the need for committee independence where appropriate and confirming each Committee's needs prior to recruitment of new members. The Committee has approved a high-level survey and continues to oversee the operational rollout of these surveys.

CEO Evaluation

CPATA's Board, with the support of the GC, has conducted CEO evaluations on an annual basis. Starting in 2024 the GC began to review options to recommend a formalized process for annual CEO performance management and compensation. The GC now recommends introducing a new Working Group that will assist the Board in its CEO performance management and compensation review process. This is addressed in a separate memo for the Board's decision. See Tab **[3.2]**.

Governance Committee Annual Workplan

The GC Workplan has been updated to reflect the changes to the GC ToRs expected to be approved by the Board. For Q1 and Q2 2026, the priority will be on Committee recruitment processes for appointments and reappointments in June 2026.

Respectfully submitted by



Tom Conway

Chair of the Governance Committee

Audit & Risk Committee

Skills Matrix

Approved: 5 October 2021

Introduction

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, Bylaws, Registrar's Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA is committed to selecting Board and committee members based on a set of identified skills and attributes, to ensure the Board and committees have the knowledge and attributes to carry out the work effectively, are diverse in all respects, and who strive to attain the vision of CPATA for a modern regulator as outlined in the Board Governance Policies and Practices¹.

Role of the Audit & Risk Committee

The purpose of the Audit & Risk Committee is to assist the Board in fulfilling its fiduciary obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the Board for approval.

The Committee must demonstrate strong and principled advice to foster unshakeable confidence in the College's financial integrity.

Its specific obligations are outlined in the Committee's Term of Reference. The areas of Committee responsibility are: Financial Planning, Financial Reporting, External Audit, Accounting Systems and Internal Controls, Risk Management, Material Litigation, Compliance and Policy Review.

Committee Composition

The Audit & Risk Committee must possess the required skills, knowledge, attributes, and experience to enable it to fulfil its responsibilities.

All Committee members should complete mandatory training prior to commencement of service, and engage in such ongoing training and education, during their term on the Committee as determined to be appropriate by the Committee Chair and the CEO.

The Committee Chair may require additional specific training.

¹ <https://cpata-cabamc.ca/wp-content/uploads/2021/06/CPATA-Governance-Policies.pdf>

Specific Knowledge, Skills, Attributes and Experience

The Skills Matrix below is used to:

- i. identify the specific knowledge, skills, attributes, and experience required of the Audit & Risk Committee members and as a whole;
- ii. facilitate appointments that will fill gaps in the required knowledge, skills, attributes, and experience; and
- iii. assist with identifying training and education needs on an ongoing basis

As a whole, the Committee's members should possess/demonstrate the following:

- Local, national, and international backgrounds and experiences that reflect the diverse education and knowledge of registrants and the public served by the College.
- Regional diversity, to reflect the reality that IP practice, and the public's knowledge and expectations of IP practice varies throughout the country.
- Diverse experiences, backgrounds and specialties that inform dialogue and decision-making, ensuring decisions meet intended objectives, are practical and, ultimately, protect the public.
- Diverse leadership experience in the public, private, and not-for-profit sectors, to promote knowledge and the sharing of best practices.

Members as a whole must possess/demonstrate the following:

The College is committed to the foundational principles of equity, diversity and inclusion, which are reflected in the composition of committees and the level of cultural competence expected of committee members.

Knowledge	Skills
CPATA Act, Regulations and By- laws	Effective oral communications
The College's Regulatory Objectives, Standards and Principles	Financial literacy including the ability to analyze interim and year end internal financial statements as well as assessing the credibility of forecasts for the purposes of managing against the board-approved budget
Generally accepted accounting and auditing principles	
Good governance principles	Collegial and effective decision making
Risk management	To use the technology facilitating the committee's work
Budgeting	Attention to detail
Investment oversight	Organization & time management
Technology used to support the College's governance and regulation	Practice & business management
The Federal Government's IP Strategy and Innovation Agenda	Cultural competence ²
Equity, diversity, inclusion ³	

² 'Cultural competence' refers to an ability to understand, communicate with and effectively interact with people across different cultures; acknowledge the harmful effects of discriminatory thinking and behavior on human interaction; and acquire and perform the skills necessary to lessen the effect of these influences in order to serve the pursuit of justice. (Rose Voyvodic, "Lawyers Meet the Social Context: Understanding Cultural Competence" (2006) 84:3 The Canadian Bar Review 564 at 564)

³ 'Equity, diversity, inclusion' are closely tied to cultural competence, and include having the knowledge, experience, and skills to actively work to protect against and prevent individual and systemic discrimination, to cultivate appropriate attitudes toward cultural differences, and to ensure that the College's processes are open and accessible to all

Experience	Attributes
Professional regulation	Adaptable - recognizing plans change
Business & innovation	Collaboration
Fiduciary duties, good governance principles, and the stewardship responsibilities	Objectivity -Decisions based on evidence/good information, to fulfil the College's mandate
Budgeting, financial reporting, financial oversight, and external audits	Act ethically and with integrity and speak the truth
Patent and Trademark Agent services	Strong work ethic
Not For Profit, regulator and/or other community service	Professionalism & civility
Enterprise and regulatory risk management	Accountable - Takes full responsibility for decisions made
	Follow through on commitments

Governance Committee

Skills Matrix

Approved: 5 October 2021

Introduction

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, Bylaws, Registrar’s Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA is committed to selecting Board and committee members based on a set of identified skills and attributes, to ensure the Board and committees have the knowledge and attributes to carry out the work effectively, are diverse in all respects, and who strive to attain the vision of CPATA for a modern regulator as outlined in the Board Governance Policies and Practices¹.

Role of Governance Committee

The Governance Committee examines regulatory governance practices, including Board practices and performance, and makes recommendations with respect to the Board to fulfill its roles regarding Board and Committee succession. These responsibilities include:

1. Effectiveness – Assessing and making recommendations regarding Board effectiveness.
2. Governance – Reviewing and monitoring governance practices of the Board and the CEO with a view to enhancing the College’s performance.
3. Nominating – Assessing the requirements for membership on the Board and advising the Board on information to be provided to the Minister’s Office regarding the College’s needs, managing the process for nominating candidates for committee membership.

Committee Composition

The Committee must possess the required skills, knowledge, attributes, and experience to enable it to fulfil its responsibilities.

All Committee members should complete mandatory training prior to commencement of service, and engage in such ongoing training and education activities, during their term on the Committee as determined to be appropriate by the Committee Chair and the CEO.

¹ <https://cpata-cabamc.ca/wp-content/uploads/2021/06/CPATA-Governance-Policies.pdf>

The Committee Chair may require additional specific training.

Specific Knowledge, Skills, Attributes and Experience

The Skills Matrix below is used to:

- i. identify the specific knowledge, skills, attributes, and experience required of the Governance Committee members and as a whole;
- ii. facilitate appointments that will fill gaps in the required knowledge, skills, attributes, and experience; and
- iii. assist with identifying training and education needs on an ongoing basis

As a whole, the Committee's members should possess/demonstrate the following:

- Experience with professional regulation and governance
- Local, national, and international backgrounds and experiences that reflect the diverse education and knowledge of registrants and the public served by the College.
- Regional diversity, to reflect the reality that IP practice, and the public's knowledge and expectations of IP practice varies throughout the country.
- Diverse leadership experience in the public, private, and not-for-profit sectors, to promote knowledge and the sharing of best practices.

Members as a whole must possess/demonstrate the following:

The College is committed to the foundational principles of equity, diversity and inclusion, which are reflected in the composition of committees and the level of cultural competence expected of committee members.

Knowledge	Skills
CPATA Act, Regulations and By- laws	Effective oral communications
The College’s Regulatory Objectives, Standards and Principles	Effective written communications
Good governance principles	Collegial and effective decision making
Risk management	Attention to detail
The Federal Government’s IP Strategy and Innovation Agenda	Organization & time management
Principles of equity, diversity, inclusion ²	Cultural competence ³
CPATA’s Strategic Plan and regulatory approach	Outcomes measurement
CPATA’s Board and Committee needs as identified through Board and Committee evaluations and self- assessments	Critiquing performance and providing constructive feedback
The evolution of the patent and trademark profession in Canada	
Fiduciary duties, good governance principles, and the stewardship responsibilities	
Technology used to support CPATA’s committees	

² ‘Equity, diversity, inclusion’ are closely tied to cultural competence, and include having the knowledge, experience, and skills to actively work to protect against and prevent individual and systemic discrimination, to cultivate appropriate attitudes toward cultural differences, and to ensure that the College’s processes are open and accessible to all

³ Cultural competence’ refers to an ability to understand, communicate with and effectively interact with people across different cultures; acknowledge the harmful effects of discriminatory thinking and behavior on human interaction; and acquire and perform the skills necessary to lessen the effect of these influences in order to serve the pursuit of justice. (Rose Voyvodic, “Lawyers Meet the Social Context: Understanding Cultural Competence” (2006) 84:3 The Canadian Bar Review 564 at 564)

Experience	Attributes
Professional regulation	Active listener and strong communicator
Board and governance committee membership and leadership in a variety of sectors	Adaptable and agile
Patent and Trademark Agent services and innovation	Collaborative
Regulator and/or public interest focused community service	Objective –Decisions based on evidence/good information, to fulfil the College’s mandate
Board and committee evaluation and self-assessment	Act ethically and with integrity
Government relations	Strong work ethic
	Professionalism & civility
	Accountable – takes full responsibility for decisions made
	Respect of peers

Registration Committee

Skills Matrix

Approved: 19 July 2021

Introduction

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, Bylaws, Registrar's Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA is committed to selecting Board and committee members based on a set of identified skills and attributes, to ensure the Board and committees have the knowledge and attributes to carry out the work effectively, are diverse in all respects, and who strive to attain the vision of CPATA for a modern regulator as outlined in the Board Governance Policies and Practices¹.

For the Registration Committee, this regulatory approach includes finding ways to transparently, objectively, impartially and fairly set and approve competency standards as required by the CPATA By-laws.

Objects

The objects of the registration process are to protect and promote the public interest and preserve the integrity of the patent and trademark profession, in a manner consistent with the College's Regulatory Objectives, Standards and Principles. This includes:

- a. Overseeing the competent and ethical delivery of patent and trademark services by licensees;
- b. Maintaining standards for education, training and fitness to ensure the admissions programs deliver competent trainees that meet the College's requirements for registration;
- c. Applying policies in a principled manner, proportionately, fairly and efficiently with decisions clearly explained, including their public interest rationale;
- d. Making fair decisions supported by appropriate evidence;
- e. Conducting adjudicative processes in a timely manner, to ensure fairness for applicant or licensee;
- f. Promoting equity, diversity and inclusion in the patent and trademark profession by not imposing inappropriate barriers and having due regard to the need to eliminate unlawful discrimination and harassment, considering carefully the health and capacity of those we deal with and understanding the stress that involvement with the College can cause.

Role

The Registration Committee is responsible for supporting the Board's professional regulation and public protection mandate by carrying out responsibilities assigned under section 41 of the CPATA By-laws.

¹ <https://cpata-cabamc.ca/wp-content/uploads/2021/06/CPATA-Governance-Policies.pdf>

Responsibilities

The Registration Committee's responsibilities include:

- Supporting the ethical and competent delivery of patent and trademark services by licensees;
- Reviewing decisions made by the Registrar and making decisions, in accordance with the Regulatory Objectives, Standards and Principles, Act, Regulations, By-laws, and Registrar's Policies;
- Setting and approving standards for the evaluation of the competencies that are to be assessed by the qualifying examinations and the passing marks for those examinations to ensure that all licensees have the necessary skills and competencies to practise as patent agents and/or trademark agents.
- Recommending and commenting on revisions to By-laws, policies and procedures needed to support a registration process that is transparent, objective, impartial and fair.

Committee Composition

The Registration Committee as a whole must possess the required skills, knowledge, attributes and experience to enable it to fulfil its responsibilities in the public interest. A majority of the Committee consists of individuals who are not licensees as one means of ensuring the public is intrinsically involved in the College's public interest work. Members of the Committee bring to the table knowledge and experience with the patent and trademark agency professions, the legal profession, as well as perspectives of members of the public whom the system is designed to protect.

All Committee members must complete mandatory training prior to commencement of service and engage in such ongoing training and education during their term on the Committee as determined to be appropriate by the Chair and the Registrar.

The Committee Chair may require additional specific training.

Specific Knowledge, Skills, Attributes and Experience

The Skills Matrix below is used to:

- i. identify the specific knowledge, skills, attributes and experience required of Registration Committee members individually and as a whole;
- ii. facilitate appointments that will fill gaps in the required knowledge, skills, attributes and experience; and
- iii. assist with identifying training and education needs on an ongoing basis.

Members as a whole must possess/demonstrate the following:

The College is committed to the foundational principles of equity, diversity and inclusion, which are reflected in the composition of committees and the level of cultural competence expected of committee members.

Knowledge	Skills
CPATA Act, Regulatory Objectives, Standards and Principles	Effective oral communications
<i>Patent Act, Patent Rules; Patent Office practice, including MOPOP, and patent agency practice</i>	
<i>Trademarks Act, Trademarks Regulations, Trademark Office practice, including the TEM, trademark practice notices and trademark agency practice</i>	Collegial and effective decision making and writing
CPATA Regulations sections 4-11	Conflict management
CPATA By-laws Parts 3 and 4	Attention to detail
CPATA Code of Professional Conduct	Organization & time management
Registrar's Regulatory Policies	Practice & business management
Administrative law principles	Information analysis and judgment
Charter & Human Rights and values	Competency standards risk assessment
Equity, diversity, inclusion and access to justice principles ²	Bilingual
Fair Registration Practices/Principles	Cultural competence ³
Unconscious Bias/Implicit Bias ⁴	
Intersection between existing IP laws and the protection of Indigenous knowledge and cultural expressions	
Competence assessment and standard setting	
Technology used to support CPATA's committees	

² 'Equity, diversity, inclusion and access to justice principles' are closely tied to cultural competence, and include having the knowledge, experience and skills to actively work to protect against and prevent individual and systemic discrimination, to cultivate appropriate attitudes toward cultural differences, and to ensure that the College's processes are open and accessible to all.

³ 'Cultural competence' refers to an ability to understand, communicate with and effectively interact with people across different cultures; acknowledge the harmful effects of discriminatory thinking and behavior on human interaction; and acquire and perform the skills necessary to lessen the effect of these influences in order to serve the pursuit of justice. (Rose Voyvodic, "Lawyers Meet the Social Context: Understanding Cultural Competence" (2006) 84:3 The Canadian Bar Review 564 at 564).

⁴ 'Unconscious Bias/Implicit Bias' is a bias or prejudice that is present but not consciously held or recognized. (Merriam-Webster).

Experience	Attributes
Professional regulation and adjudication	Active listener & strong communicator
Federal Court and/or administrative tribunal procedures	Fair, impartial and open-minded
Law relating to privilege and privacy	Courteous, respectful and patient
Administrative Law ⁵	Apply confidentiality and discretion
Patent Agent services	Ethical
Trademark Agent services	Strong work ethic
Community service and volunteer leadership	Professionalism and civility
Adult education ⁶	Accountable – takes full responsibility for decisions made
Fitness to practice, capacity and health impacts on professional practice ⁷	Respected by peers
Competence assessment and standard setting	

⁵ 'Administrative law' refers to principles of fairness, natural justice, efficiency, transparency, etc. and the four basic rights: for the licensee to know the case against them and make answer; unbiased decision-makers; those who hear the application decide the case; and there are adequate reasons for the decision. (Federation of Law Societies of Canada National Adjudicator Training Curriculum).

⁶ 'Adult education' experience is valuable for understanding how adults learn, how to evaluate whether learning has taken place, and developing or identifying effective educational opportunities.

⁷ 'Fitness to practice' encompasses knowledge and awareness of a range of factors that may impact or impair a licensee's ability to provide services competently and ethically, including a physical, mental or emotional condition or addiction, and the most effective ways to identify and address such situations in the public interest.

Investigations Committee

Skills Matrix

Approved: 19 July 2021

Introduction

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, Bylaws, Registrar's Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA is committed to selecting Board and committee members based on a set of identified skills and attributes, to ensure the Board and committees have the knowledge and attributes to carry out the work effectively, are diverse in all respects, and who strive to attain the vision of CPATA for a modern regulator as outlined in the Board Governance Policies and Practices¹.

CPATA sets and enforces compliance with required ethical and practice standards through a variety of means, and in a manner that is risk focused, fair, transparent, efficient, proactive, proportionate and principled. For the Investigations Committee For the Investigations Committee, this regulatory approach includes finding ways to fairly resolve complaints as early as possible; adopting a restorative approach to complaints handling that strives to identify and address harm, helping agents be accountable for their actions, and, where appropriate in the public interest, fostering learning from mistakes rather than punishing; and making decisions that are clear, concise, well-supported and balance all relevant interests.

Objects of Complaint Process

The objects of the complaints process are to protect and promote the public interest and preserve the integrity of the patent and trademark profession, in a manner consistent with the College's Regulatory Objectives, Standards and Principles. This includes:

- a. Promoting and ensuring competent and ethical delivery of patent and trademark services by licensees;
- b. Addressing concerns of professional misconduct and professional incompetence, including striving for early resolution of complaints when doing so is consistent with the public interest; and
- c. Enforcing compliance with professional and ethical standards.

The Complaints Process

The Registrar has primary responsibility for regulatory transactions with licensees, trainees and the public, including receiving inquiries about the conduct of licensees. Individuals may either file a complaint directly or may first complete an Agent Conduct Inquiry Form to help assess whether their questions or concerns can be resolved or addressed at an early stage by the Registrar. If not, the result

¹ <https://cpata-cabamc.ca/wp-content/uploads/2021/06/CPATA-Governance-Policies.pdf>

of the inquiry may be the filing of a complaint for referral to the Investigations Committee for direction, investigation or decision.

The Investigations Committee provides direction respecting investigations. If the Committee decides there is evidence of professional misconduct or incompetence, it must refer the matter to the Discipline Committee. Otherwise, the Committee may dispose of the complaint in accordance with the Act, By-laws, and Committee Policies.

Role of the Investigations Committee

The Investigation Committee is appointed under s. 21(1) of the Act and supports the Board's professional regulation and public protection mandate by carrying out responsibilities assigned under ss. 37-50 of the Act, the Regulations, and the Investigations Committee's Policies.

Responsibilities

The Investigations Committee's responsibilities include:

- a. Supporting the ethical and competent delivery of patent and trademark services by licensees
- b. Acting on complaints referred to it by the Registrar or opened at the instigation of the Committee
- c. Reviewing complaint dismissals issued by the Registrar when requested by complainants
- d. Investigating or directing the investigation of complaints of professional misconduct or incompetence, and making decisions in accordance with the Regulatory Objectives, Standards and Principles and IC Policies
- e. Recommending and commenting on revisions to By-laws, and implementing policies and procedures needed to support a complaints process that is efficient, effective, fair, transparent and accountable

Committee Composition

The Investigations Committee as a whole must possess the required skills, knowledge, attributes and experience to enable it to fulfil its responsibilities in the public interest. Under the CPATA Act, a majority of the Committee must consist of individuals who are not licensees as one means of ensuring the public is intrinsically involved in the College's public interest work. Members of the Committee bring to the table knowledge and experience with the patent and trademark agency professions, the legal profession, as well as perspectives of members of the public whom the system is designed to protect.

All Committee members must complete mandatory training prior to commencement of service and engage in such ongoing training and education during their term on the Committee as determined to be appropriate by the Chair and the Registrar.

The Committee Chair may require additional specific training.

Specific Knowledge, Skills, Attributes and Experience

The Skills Matrix below is used to:

- i. identify the specific knowledge, skills, attributes and experience required of the Investigations Committee members and as a whole;
- ii. facilitate appointments that will fill gaps in the required knowledge, skills, attributes and experience; and
- iii. assist with identifying training and education needs on an ongoing basis.

Members as a whole must possess/demonstrate the following:

The College is committed to the foundational principles of equity, diversity and inclusion, which are reflected in the composition of committees and the level of cultural competence expected of committee members.

Knowledge	Skills
CPATA Act, Regulatory Objectives, Standards and Principles	Effective oral communications
Patent Act and Rules; Patent Office practice, including the Manual of Patent Examination Practice and Patent Practice Notices; and Patent Agency Practice	Effective written communications including writing decisions with reasons
Trademarks Act and Regulations; Trademark Office practice, including the Trademark Examination Manual and Trademark Practices Notices; and Trademark Agency Practice	Collegial and effective decision making and writing in accordance with the Committee's Policies
CPATA Regulations 12-15	Conflict management
CPATA By-laws Part 6	Attention to detail
CPATA Code of Professional Conduct	Organization & time management
Investigations Committee Policies and Procedures	Practice & business management
Administrative law principles including fairness and natural justice	Investigations & evaluation of factual evidence
Charter & Human Rights and values	Conducting interviews
Restorative justice & ADR principles ²	Cultural competence ³
Equity, diversity, inclusion and access to justice principles ⁴	
Fitness to practice, capacity and health impacts on professional practice ⁵	

² 'Restorative justice' and ADR (alternate dispute resolution) principles focus on: early and informal resolution; effective conflict management; understanding context; identifying and addressing actual harms; encouraging accountability; being proactive, principled and proportionate rather than pursuing punishment; avoiding 'naming, blaming and shaming' and instead seeking collaborative solutions.

³ 'Cultural competence' refers to an ability to understand, communicate with and effectively interact with people across different cultures; acknowledge the harmful effects of discriminatory thinking and behavior on human interaction; and acquire and perform the skills necessary to lessen the effect of these influences in order to serve the pursuit of justice. (Rose Voyvodic, "Lawyers Meet the Social Context: Understanding Cultural Competence" (2006) 84:3 The Canadian Bar Review 564 at 564).

⁴ 'Equity, diversity, inclusion and access to justice principles' are closely tied to cultural competence, and include having the knowledge, experience and skills to actively work to protect against and prevent individual and systemic discrimination, to cultivate appropriate attitudes toward cultural differences, and to ensure that the College's processes are open and accessible to all.

⁵ 'Fitness to practice' encompasses knowledge and awareness of a range of factors that may impact or impair a licensee's ability to provide services competently and ethically, including a physical, mental or emotional condition or addiction, and the most effective ways to identify and address such situations in the public interest.

Technology used to support CPATA committees	
---------------------------------------------	--

Experience	Attributes
Professional regulation and adjudication	Active listener & strong communicator
Federal Court and administrative tribunal procedures	Fair, impartial and open-minded
Law relating to privilege and privacy	Courteous, respectful and patient
Administrative Law ⁶	Apply confidentiality and discretion
Patent Agent services	Accountable – takes full responsibility for decisions made
Trademark Agent services	Ethical
Community service & volunteer leadership	Strong work ethic
Business & innovation	Professionalism & civility
Experience in a variety of work environments, including in-house, sole practice, small and large firms	Respected by peers
	Competent to use the technology facilitating the committee's work

⁶ 'Administrative law' refers to principles of fairness, natural justice, efficiency, transparency, etc. and the four basic rights: for the licensee to know the case against them and make answer; unbiased decision-makers; those who hear the application decide the case; and there are adequate reasons for the decision. (Federation of Law Societies of Canada National Adjudicator Training Curriculum)

Discipline Committee

Skills Matrix

Approved: 19 July 2021

Introduction

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, Bylaws, Registrar’s Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA is committed to selecting Board and committee members based on a set of identified skills and attributes, to ensure the Board and committees have the knowledge and attributes to carry out the work effectively, are diverse in all respects, and who strive to attain the vision of CPATA for a modern regulator as outlined in the Board Governance Policies and Practices¹.

CPATA sets and enforces compliance with required ethical and practice standards through a variety of means, and in a manner that is risk focused, fair, transparent, efficient, proactive, proportionate and principled. For the Discipline Committee, this regulatory approach includes fair, efficient and effective adjudication of applications; adopting a restorative approach that strives to address harm, help agents be accountable for their actions, and, where appropriate in the public interest, foster learning from mistakes rather than merely punishing; and making decisions that are clear, concise, well-supported and balance all relevant interests.

Objects of Complaints Process

The objects of the complaints process are to protect and promote the public interest and preserve the integrity of the patent and trademark profession, in a manner consistent with the College’s Regulatory Objectives, Standards and Principles. This includes:

- a. Promoting and ensuring competent and ethical delivery of patent and trademark services by licensees;
- b. Addressing concerns of professional misconduct and professional incompetence, including striving for early resolution of complaints when doing so is consistent with the public interest; and
- c. Enforcing compliance with professional and ethical standards.

¹ <https://cpata-cabamc.ca/wp-content/uploads/2021/06/CPATA-Governance-Policies.pdf>

The Complaints Process

The Registrar has primary responsibility for regulatory transactions with licensees, trainees and the public, including receiving inquiries about the conduct of licensees. Individuals may either file a complaint directly, or may first complete an Agent Conduct Inquiry Form to help assess whether their questions or concerns can be resolved or addressed at an early stage by the Registrar. If not, the result of the inquiry may be the filing of a complaint for referral to the Investigations Committee for direction, investigation or decision.

The Investigations Committee provides direction respecting investigations. If the Committee decides there is evidence of professional misconduct or incompetence, it must refer the matter to the Discipline Committee. Otherwise, the Committee may dispose of the complaint in accordance with the Act and Investigation Committee Policies.

Role of the Discipline Committee

The Discipline Committee is appointed under s. 21(1) of the Act and supports the College and Board's mandate to protect the public interest, by carrying out responsibilities assigned under ss. 51-63 of the Act, the Regulations, and the applicable Discipline Committee Policies.

Responsibilities

The Discipline Committee's specific responsibilities include:

- Hearing applications referred by the Investigations Committee in accordance with principles of fairness and natural justice, as well as the Regulatory Objectives, Standards and Principles
- Recommending revisions to by-laws, and implementing policies and procedures as needed to support an adjudications process that is efficient, effective, fair, transparent, consistent and accountable

Committee Composition

The Discipline Committee as a whole must possess the required skills, knowledge, attributes and experience to enable it to fulfil its responsibilities in the public interest. The CPATA Act requires that a majority of the Committee consist of individuals who are not licensees as one means of ensuring the public is intrinsically involved in the College's public interest work. Members of the Committee bring to the table knowledge and experience with the patent and trademark agency professions, the legal profession, as well as perspectives of members of the public whom the system is designed to protect.

All Committee members must complete mandatory training prior to commencement of service, and engage in such ongoing training and education during their term on the Committee as determined to be appropriate by the Chair and the Registrar.

The Committee Chair may require additional specific training to effectively lead the Committee and carry out work delegated by the Discipline Committee to the Chair.

Specific Knowledge, Skills, Attributes and Experience

The Skills Matrix below is used to:

- i. identify the specific knowledge, skills, attributes and experience required of the Discipline Committee members and as a whole;
- ii. facilitate appointments that will fill gaps in the required knowledge, skills, attributes and experience; and
- iii. assist with identifying training and education needs on an ongoing basis.

Members as a whole must possess/demonstrate the following:

The College is committed to the foundational principles of equity, diversity and inclusion, which are reflected in the composition of committees and the level of cultural competence expected of committee members.

Knowledge	Skills
CPATA Act, Regulatory Objectives, Standards and Principles	Effective oral communications
Patent Act and Rules; Patent Office practice, including the Manual of Patent Examination Practice and Patent Practice Notices; and Patent Agency Practice	Effective, persuasive written communications
Trademarks Act and Regulations; Trademark Office practice, including the Trademark Examination Manual and Trademark Practices Notices; and Trademark Agency Practice	Collegial and effective decision making and writing in accordance with the Committee's Policies
CPATA By-laws, Pt. 6	Adjudicative hearings management
CPATA Code of Professional Conduct	Attention to detail
Discipline Committee Policies and Procedures	Organization & time management
Administrative & common law principles relevant to adjudication	Statutory interpretation
Charter & Human Rights and values	Evaluation of factual evidence
Restorative justice & ADR principles ²	Conflict management
Principles of equity, diversity, inclusion and access to justice ³	Applying sanctioning principles
General knowledge of relevant international Patent and Trademark systems and practices	Bilingual
Technology used to support CPATA's committees and the hearing processes	Cultural competence ⁴

² 'Restorative justice' and ADR (alternate dispute resolution) principles focus on: early and informal resolution; effective conflict management; understanding context; identifying and addressing actual harms; encouraging accountability; being proactive, principled and proportionate rather than pursuing punishment; avoiding 'naming, blaming and shaming' and instead seeking collaborative solutions where possible and in the public interest.

³ 'Equity, diversity, inclusion and access to justice principles' are closely tied to cultural competence, and include having the knowledge, experience and skills to actively work to protect against and prevent individual and systemic discrimination, to cultivate appropriate attitudes toward cultural differences, and to ensure that the College's processes are open and accessible to all.

⁴ 'Cultural competence' refers to an ability to understand, communicate with and effectively interact with people across different cultures; acknowledge the harmful effects of discriminatory thinking and behavior on human interaction; and acquire and perform the skills necessary to lessen the effect of these influences in order to serve the pursuit of justice. (Rose Voyvodic, "Lawyers Meet the Social Context: Understanding Cultural Competence" (2006) 84:3 The Canadian Bar Review 564 at 564).

Experience	Attributes
Professional regulation & adjudication	Active listener and strong communicator
Federal Court and administrative tribunal procedures	Fair, impartial and open-minded
Law relating to privacy & privilege	Courteous, respectful and patient
Administrative Law	Apply confidentiality and discretion
Patent Agent services	Ethical
Trademark Agent services	Strong work ethic
Community service & volunteer leadership	Professionalism & civility
Law of evidence	Accountable – takes full responsibility for decisions made
Conduct of adjudicative hearings	Respected by peers
Fitness to practice, ⁵ capacity and health impacts on professional practice	
Ability to conduct hearings in both official languages	
Experience in a variety of work environments, including in-house, sole practice, small and large firms	

⁵ 'Fitness to practice' encompasses knowledge and awareness of a range of factors that may impact or impair a licensee's ability to provide services competently and ethically, including a physical, mental or emotional condition or addiction, and the most effective ways to identify and address such situations in the public interest.

Memorandum

TO	Board of Directors
FROM	Governance Committee
DATE	December 10, 2025
SUBJECT	Revised Governance Committee Terms of Reference

Motion

Be it resolved that the Board adopt the attached revised Governance Committee Terms of Reference.

Background

The mandate and work of the Governance Committee has significantly shifted as CPATA has quickly evolved, resulting in the Committee's Terms of Reference (ToRs) frequently being updated as well. Major changes impacting the Committee's roles and responsibilities include:

- CPATA's Board of Directors shifting from an operational working board to a policy Board supported by professional full-time staff;
- Changes to CPATA's By-laws and amendments to the Governance Policies and Practices, leading to certain areas of responsibility shifting; and
- CPATA repealing its Nominating & Board Development Committee in 2023, with some of the NBDC's work assumed by the Governance Committee.

Through 2025 the Governance Committee reviewed its ToRs and recommends revisions.

The revised ToRs

The key recommended changes by section of the ToRs are as follows:

- Role
 - o Remove Committee responsibility for:
 - Director education, which is organized by staff with input from the Chair of the Board, Chair of the Governance Committee and Directors. Director education will continue on an ongoing and regular basis.
 - Committee education, which is organized by staff in consultation with Chairs of independent Committees.
 - Board orientation, which is developed and delivered by staff.
 - A process for nominating candidates for Ministerial appointments, as this duplicates the Government of Canada's Ministerial appointments processes. Should the Government of Canada seek CPATA's input for appointees in the future, this can be considered by the Board at that time.

- Overseeing elections, as elections operate independently from the Board and Directors. Elections are administered by staff, and an independent Election Commissioner is appointed to address any issues that may arise in the course of an election.
- Responsibilities
 - Remove Committee responsibilities for Director education (as per above), and support to the Board of annual performance management of CEO (as this will be conducted by a separate working group).
 - New language to expressly address areas of oversight into Committee effectiveness.
 - Board Governance
 - Refines Board Governance responsibilities to focus on board governance policy matters, with appropriate frequency of review periods.
 - Oversight of Director filings has been removed as this is operational.
 - The language regarding Board independence has similarly been removed given that the Board itself has its own ability to maintain its independence and engages in oversight responsibilities.
 - Board and Committee Nominations
 - Remove responsibilities for recommending appointments to the Minister (as per above)
 - Remove responsibilities regarding appointment processes for non-Director appointments to Committees, as calls for Committee appointments are managed by staff, with the Governance Committee then considering appropriate candidates to bring to the Board for potential appointment.

The current and proposed revised ToRs are attached for the Board's review. The Governance Committee recommends that the Board adopt the revised ToRs.

GOVERNANCE Committee

Terms of Reference

INTRODUCTION

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, By-laws, Governance Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA has developed a Code of Conduct for its Board and Committees that articulates the standards of conduct and behaviour expected of Board and Committee members, including with respect to confidentiality, conflict and decision-making.

ROLE The Governance Committee¹ examines regulatory governance practices, including Board practices and performance, and makes recommendations with respect to the Board. It also assists the Board to fulfill its roles regarding Board and Committee succession.

These responsibilities include:

1. Effectiveness – Assessing and making recommendations regarding Board effectiveness.
2. Governance – Reviewing and monitoring governance practices of the Board and the CEO with a view to enhancing the College’s performance.
3. Nominating – Assessing the requirements for membership on the Board, advising the Board on information to be provided to the Minister’s Office regarding the College’s needs, and nominating candidates for committee membership.

RESPONSIBILITIES Subject to the powers and duties of the Board, the Governance Committee will perform the following duties.

Board and Committee Effectiveness

The Committee:

- a. Reviews and considers professional regulatory governance best practices in Canada and makes recommendations to the Board regarding their consideration or adoption as appropriate;
- b. Develops the processes for Board evaluations/assessments (such as Director surveys) to assist in the evaluation of and continuous improvement of Board effectiveness;

¹ Established by By-law s. 42

-
- c. Annually reviews and evaluates the performance of the Board as a whole in accordance with the procedures established by the Board from time to time; and
 - d. Assists the Board to meet its fiduciary oversight obligations, while respecting the independence of regulatory Committees, by developing and overseeing evaluations/assessments of the performance of College committees and their Chairs (such as by Committee surveys).

Board Governance

The Committee:

- a. At the request of the Chair of the Board or the Board, undertakes professional regulatory governance initiatives as may be necessary or desirable to contribute to the success of the College;
- b. Monitors compliance with the Code of Conduct and reports to the Board when necessary;
- c. Annually reviews CPATA's governance policies, and, where appropriate, recommends revisions to the Board; and
- d. Periodically reviews terms of reference and skills matrices of all committees, and, in consultation with committees, brings forward updates as necessary.

Board and Committee Nominations

The Committee:

- a. Assesses the capabilities that will be required by the Board and its Committees by adoption of Skills Matrices.
- b. Oversees tracking of terms and term limits of Directors and Committee members;
- c. Identifies gaps to be filled and plans for the orderly succession of the Chair of the Board, Directors and Committee members to maintain required capabilities; and
- d. Recommends committee members and committee chairs and names for potential Board appointments to the Board for approval.

MEMBERSHIP AND VOTING

The Governance Committee has up to 5 members, at least three of whom are Directors. The Board appoints and sets the terms of appointment for the members to the Committee.

Non-voting participants: The Chief Executive Officer (CEO) and Chair of the Board are ex officio members of the Committee.

A Committee member who, without excuse satisfactory to the Chair, is absent from two consecutive meetings of the Committee is deemed to have resigned, which resignation will create a vacancy on the Committee to be filled in accordance with the Board's Governance Policies.

CHAIR	The Committee Chair is a Director and is a voting member of the Committee.
FREQUENCY OF MEETINGS AND MANNER OF CALL	Meetings are scheduled in advance at the direction of the Chair or the CEO. Meetings will be held by audio-visual means, or on direction of the Chair, in person. If necessary, votes may be cast by email or other electronic means.
QUORUM	Quorum of the Committee is three.
RESOURCES	The Committee is supported by the CEO and other staff as necessary.
REPORTING	The Committee develops and adopts an annual work plan and reports to the Board through regular Committee updates.
DATE	Approved: 2021-10-05 Revised: 2022-05-27, 2022-08-18, 2023-05-04, 2023-09-05, 2024-11-06

Memorandum

TO	Board of Directors
FROM	Governance Committee
DATE	December 10, 2025
SUBJECT	CEO & Registrar's Annual Performance and Compensation Review

Motion

Be it resolved that the Board create a CEO & Registrar's Annual Performance and Compensation Review Working Group and approved its attached Terms of Reference.

Be it resolved that Ruth McHugh, Board Chair, Tom Conway, Chair of the Governance Committee, Bob Plamondon, Chair of the Audit & Risk Committee and Director [to be named at the Board meeting] be appointed to serve on the CEO Annual Review and Performance Management Working Group.

Background

In accordance with the *CPATA Act* (s.22 and 23) and By-laws (s.36 and 38), the CEO and Registrar are responsible for management, operations, and initial regulatory decision-making. At CPATA, one individual fills both roles.

Under CPATA's By-laws, the Board is to, among other responsibilities, establish CEO performance expectations, provide regular performance reviews, monitor the performance of the CEO, and oversee the CEO's effectiveness regarding engagement initiatives (By-laws, s.6(2)).

Under CPATA's Governance Policies, Executive Expectations of the Chief Executive Officer (Appendix G), "The CEO is evaluated by the Board in a mandatory annual performance review."

CPATA's Board of Directors has conducted a CEO & Registrar evaluation process each year. Past reviews have taken different tailored approaches, with performance based in part on advancing CPATA's Strategic Framework, budget, and annual work plan. The Governance Committee has assisted in this process in the past as provided for by its current Terms of Reference.

The Governance Committee has reviewed its Terms of Reference and recommends various changes to them, including that the Board's CEO & Registrar's annual performance and compensation review be supported by an expert Working Group. This will enable the GC to continue its work focused on governance, with a separate focused expert group to assist the Board in its CEO & Registrar performance and compensation process.

CEO Annual Performance and Compensation Review Working Group

The Board is responsible for the CEO & Registrar's annual performance and any changes to compensation. The Governance Committee recommends the creation of a CEO & Registrar's Annual Performance Management and Compensation Review Working Group to assist the Board in this process. The Working Group's Terms of Reference are attached setting out its composition and how it will assist the Board, including that the Working Group will:

- Be comprised of the Chair of the Board, Chair of the Governance Committee, Chair of the Audit and Risk Committee, and up to one additional Director. This provides diverse expertise and experience to support the CEO annual review performance and compensation review process. The Working Group, or their delegates, such as a third-party human resource professional, may conduct the review.
- Consider the CEO & Registrar's performance against key performance indicators agreed upon with the CEO & Registrar related to CPATA's Strategic Framework, annual budget and work plan, and other inputs as may assist.
- Report to the Board. Its report and any recommendations will be confidential and shared as part of an in-camera meeting of the Board of Directors for the Board to engage in its CEO & Registrar's annual performance review.

CEO & Registrar’s Annual Performance and Compensation Review Working Group – Terms of Reference

INTRODUCTION

CPATA regulates the patent and trademark profession in accordance with the Act, Regulations, By-laws, Governance Policies, and the Regulatory Objectives, Standards and Principles. It is an independent and risk-focused public interest regulator.

CPATA has developed a Code of Conduct for its Board and Committees that articulates the standards of conduct and behaviour expected of Board and Committee members, including with respect to confidentiality, conflict and decision-making.

In accordance with the *CPATA Act* (s.22 and 23) and By-laws (s.36 and 38), the CEO and Registrar are responsible for management, operations and initial regulatory decision-making. At CPATA, one individual fills both roles.

Under CPATA’s By-laws, the Board has the responsibility to establish CEO performance expectations, provide regular performance reviews, monitor the performance of the CEO, and oversee the CEO’s effectiveness regarding engagement initiatives (By-laws, s.6(2)). Under CPATA’s Governance Policies, Executive Expectations of the Chief Executive Officer (Appendix G), “The CEO is evaluated by the Board in a mandatory annual performance review.”

ROLE The CEO & Registrar’s Annual Performance and Compensation Review Working Group was established by the Board to:

- a. annually plan and undertake the annual performance and compensation review of the CEO; and
- b. report its findings and recommendations to the Board.

RESPONSIBILITIES The Working Group’s process will consider the CEO & Registrar’s performance against key performance indicators (KPIs) agreed upon with the CEO & Registrar, related to CPATA’s Strategic Framework, annual budget, and work plan.

The Working Group may consider additional factors, including, for example:

- Undertaking a 360 review, to obtain performance evaluation information by confidential feedback from Directors, staff, or others to gain insights into the CEO & Registrar’s work
- Obtaining information from an external executive compensation consultant
- A review of the plans for CEO succession.

The Working Group is responsible for setting its schedule and CEO & Registrar’s annual review processes.

The annual review may be conducted by members of the Working Group, or their delegates, such as third-party human resource professionals or

other assistance as may be necessary and which may be retained by the Working Group.

MEMBERSHIP

The Working Group has 3-4 members, including:

- Chair of the Board;
 - Chair of the Governance Committee;
 - Chair of the Audit and Risk Committee; and
 - Up to one additional Director, whose appointment and term are set by the Board.
-

CHAIR

The Chair of the Board is the Chair of the Working Group.

**FREQUENCY OF
MEETINGS AND
MANNER OF CALL**

Meetings are scheduled in advance and occur at least twice a year, to begin the annual review process, and for the Working Group to consider its findings and develop its report to the Board. Meetings are scheduled at the direction of the Chair. Meetings will be held by audio-visual means, or on direction of the Chair, in person. If necessary, votes may be cast by email or other electronic means.

QUORUM

Quorum of the Working Group is three.

RESOURCES

Administrative support for the Working Group will be provided by the CEO & Registrar.

REPORTING

The Working Group will share its confidential report and any recommendations for the Board's consideration during an in-camera meeting of the Board of Directors.

DATE

Approved: [TBD]

CPATA Strategic Framework 2023–2025

Accomplishments

CPATA's Strategic Framework 2023–2025

1. Organizational and Regulatory Infrastructure
2. Professional Development and Competency
3. Professional Regulation
4. Relationships and Communications
5. Governance, including fiscal responsibility



2023-2025 Strategic Framework



Organizational and Regulatory Infrastructure: Strengthening the CPATA Team

- Building the team: Full time CEO (2023), in-source CFO function, fractional GC PR
- All-staff training to enhance expertise
 - Lunch and learns
 - CNAR Conference (Ottawa 2024)
- Job evaluation and compensation review (2023)
- Launched Performance Excellence Program

Organizational and Regulatory Infrastructure: Infrastructure

- New CPATA online platform
- Enhanced Licensee Portal
- Improved Public Register with enhanced search functionality
- Application portal launched (2024)
- New Annual Licensee Report to have better data and continue to make consumer friendly improvements to public register (2025)
- Streamlined online complaints processing (2025)

Organizational and Regulatory Infrastructure: Compliance, Regulatory and ERM

- All federal requirements met
 - o Annual Reports submitted and tabled in Parliament
 - o Access to Information Act and Privacy Act reports submitted and tabled in Parliament
 - o Official Languages Act: Services in English and French; active offer principles across the organization; ongoing OLA training
- Enterprise risk and emergency preparedness frameworks developed and subject to continuous improvement

Professional Development and Competency: Professional Foundations Competency Profiles

CPATA's work on professional competency and entry-to-practice has focused on four pillars:



1. Addressing Barriers to Entry for Internationally-Trained IP Professionals



2. Establishing Technical and Professional Competency Profiles



3. Launching new Qualifying Examinations



4. Exploring pathways to becoming an agent

Professional Development and Competency Fairness and Barriers to Entry

- CPATA policies for internationally trained applicants
- Fairness review of exam processes
- Conducted self assessment of fair registration practices and implemented changes to registration policies, applications and website content
- Continuous improvement and learning



Professional Development and Competency: Technical Competency Profiles and Professional Foundations Competency Profile

Developed with the professions

Technical Competencies Profile for Patent Agents and
Trademark Agents (2024)

Professional Foundations Competency Profile (2025)



Professional Development and Competency: New Qualifying Exams

- Fair, defensible, transparent exams that adhere to approved test specifications that based off of the competency profiles, and which reflect best practices in development and standard setting
- Developed with assistance from >100 licensees
- English and French for both patent agent and trademark agent exams
- Online administration
- Knowledge exams 2X per year; Skills exams 1X per year for both trademark agents and patent agents



Professional Development and Competency: Pathways to Licensure Consultation

- 2024: Consultation featuring 11 focus groups with 47 participants, 2 roundtable sessions at IPIC Conference, 136 completed surveys and three written submissions
- 2025: Key findings include that:
 - The greatest barrier is an inability to secure a supervised practice opportunity.
 - The lack of structured training requirements poses difficulties for both trainees and supervisors; guidance from CPATA is desired by all.
 - The professions largely view the supervised practice model as vital.



Professional Development and Competency: NEXT STEPS: Pathways to Licensure

- Updated the Public Register to support securing a training supervisor (June 2025)
- Revised eligibility criteria for attempting the knowledge exams (June 2025)
- Developing supervised practice training resources to support supervisors and trainees (November 2025 – January 2027)
- Continuing to explore alternative pathways to licensure

Professional Regulation: Code of Conduct

- Proactive engagement:
 - Respond to ethics inquiries, agent conduct inquiries and complaints;
 - Ethics resources:
 - Continuing to release articles;
 - Searchable ethics article webpage
 - New Code of Conduct video series (released 2025)

NOTE: Premature to consider Rule amendments; will be required over time



Professional Regulation: Investigations, Complaints, Discipline and UAP

- Investigations
 - Proactive, principled and proportionate, with agent conduct inquiry process for early resolution where possible
 - First investigations undertaken in both English and French
 - Investigations ongoing
- Discipline: First Investigations Committee interim suspensions; first Discipline Committee hearings
- Unauthorized Practice (UAP):
 - Robust response to cyber fraud;
 - Addressing first UAPs related to misleading marketing / scope issues
- First judicial review of CPATA decision upheld by Federal Court

By the Numbers – Complaints and Discipline

	2021	2022	2023	2024	2025
Ethics Inquiries	4	29	30	24	28
Agent Conduct Inquiries	1	12	12	8	25
Conduct Complaints	7	3	5	5	6
Discipline Hearings	0	0	1	3	1
Unauthorized Practice Complaints	0	1	8	190	>200

Professional Regulation: Patent Agent and Trademark Agent Privilege

- Engagement with Minister's office, ISED staff, other regulators, IPIC to support the continued evolution of patent agent and trademark agent privilege
- Federal budget includes support for enhancing legal infrastructure for IP Innovation



Professional Regulation: Professional Liability Insurance (PLI)

- Background:
 - 2020: Axxima report
 - 2021: CPATA consultation re: appropriate insurance requirements; Board approves PLI requirements
 - 2022: Mandatory PLI requirement comes into force; double insurance for lawyer-agents in all provinces except BC and QC
 - Summer 2023: CLIA expands insurance to meet CPATA requirements – double insurance now only in ON and Alta
 - Fall 2024: LAWPRO program for 2025 approved to include \$2,000 optional policy to meet CPATA requirements
- Continue to monitor access to coverage



Relationships and Communications: Strengthening Licensee Engagement

Significant licensee outreach including:

- Licensee engagement: 1:1; newsletter, webinars, webcast Board meetings
- Consultations – Insurance, public interest regulation, competency profiles, pathways to licensure, annual licensee report and demographic survey
- CEO and Director outreach through firms and webinar series
- APRAM presentation on due care (French; 2025)
- IPIC: Working relationships and engagement through IPIC Conference, meeting with solo and small firm community of practice

Relationships and Communications: Building Government Relationships

- CIPO in person day
- CPATA showcased in CIPO podcast
- Engagement on apprenticeships, operations, IP trends
- Regular meetings with ISED and CIPO staff

Relationships and Communications: Expanded Engagement with Canadian IP Ecosystem Participants

- Outreach for pathways
- Attend IAC, IPON conferences on IP system issues such as IP education and IP strategy, systems change
- Engagement with IPON and other IP system participants re:
 - Role of patent agents and trademark agents;
 - Use of CPATA register / how to find competent patent agents and trademark agents

Relationships and Communications: Engagement with Regulators

- IP regulators (international): Engagement with USPTO, England and Wales (IPReg) Australia, New Zealand, Singapore
- Law societies: Engagement with several law societies, certain legal academics / law schools
- Engineers: Engineers Canada, PEO

Relationships and Communications: Leadership in Professional Regulation

- CEO and Deputy Registrar raising CPATA's profile through engagements at Canadian Network of Agencies for Regulation (CNAR – 2023, 2024, 2025), CEO outreach at Law Society of Ontario (2024, 2025), Professional Engineers Ontario (2024), College of Immigration and Citizenship Consultants (2025)



CEO and Registrar Juda Strawczynski, presented on and answered questions about CPATA's continuing development at the Intellectual Property Institute of Canada (IPIC)'s annual conference.



CPATA's Director of Registration and Education, Deputy Registrar Jen Slabodkin, presented at the Canadian Network of Agencies for Regulation, sharing insights into building a modern right-touch regulator.

Governance

1. By-law amendments to streamline governance and right-size fees for scale-up and building of reserves
2. Governance policies revised and streamlined
3. Election processes managed effectively including use of independent Election Commissioner as may be required
4. Committee recruitment and appointments processes running smoothly
5. Board and Committee meeting cycles running smoothly
6. Continuing Director and staff training including launch of Director education resource portal
7. Director conflicts register developed
8. Director and Board self evaluation processes developed
9. Committee self evaluation surveys developed and to be administered for the first time in 2026
10. CEO Evaluation processes in place

Fiscal Responsibility

- By-law changes introduced to enable fee increases to build operations and reserve funds in order to meet CPATA's regulatory mandate (2023)
- New fees enable CPATA to build reserves for longer term sustainability
- Government of Canada released as guarantor of CPATA line of credit (2025)
- Budgets being responsibly developed and conservatively managed
- Staff, Audit & Risk Committee and Board developing longer term financial planning
- CPATA will be consulting in 2026 for fee changes in 2027 (subject to By-law amendments)



CPATA's Milestones

2021

June

CPATA begins its operations.

July

All patent agents and trademark agents are subject to a Code of Professional Conduct.

Prior Experience Assessment Policy improves access to the professions for internationally-trained IP practitioners.

2022

CPATA addresses first cases of unauthorized practice.

2023

March

Board adopts the Technical Competency Profiles for Patent Agents and Trademark Agents.

June

Board approves CPATA's first Strategic Framework (2023-2025).

Fall

Discipline Committee holds its first public hearing.

2024

January

All licensees serving the public are required to have professional liability insurance.

March

The new Qualifying Examinations are launched.

Fall

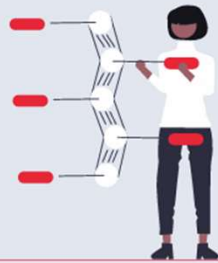
CPATA undertakes a consultation on apprenticeships.

2025

Initial Financial Reserves are established.

March

Board adopts the Professional Foundations Competency Profile.



Onward!

- Strategic Plan 2026–2028
- June 2026: 5 years since coming into force





Jada Strawczynski (He/Him) • You
CEO and Registrar, CPATA (College of Patent Agents & Trademark Agents)
17h • 🌐



So proud of this team.

[#Team CPATA - CABAMC](#) [#ProfessionalRegulation](#) [Canadian Network of Agencies for Regulation \(CNAR\)](#)



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560 followers
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Professional regulation is fast-evolving with advances in technology, changes in professional service landscapes and a shifting understanding of the responsibility of regulators in supporting cultural safety. [#CPATA](#) staff participated in [Canadian Network of Agencies for Regulation \(CNAR\)](#)'s conference this week to both gain and share important learnings.

La réglementation professionnelle évolue rapidement avec les progrès technologiques, les changements dans l'ensemble des services professionnels et une compréhension changeante de la responsabilité des organismes réglementaires à soutenir la sécurité culturelle. Le personnel du [#CABAMC](#) a participé à la conférence du Réseau canadien des organismes de réglementation cette semaine pour acquérir et partager des apprentissages importants.

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Thank you and questions

ACTIVITY PLAN 2025

Project	Project Description / Deliverables	Strategic Framework Component	December 2025 Update
Stakeholder engagement	Continue regular stakeholder engagement and outreach to licensees, IPIC, government, CIPO, other regulators etc.	Relationships and Communications	<p>Regular engagement with individual licensees through regulatory work and outreach</p> <p>Regular engagement with CIPO, ISED and IPIC.</p> <p>Outreach, facilitation and engagement with IP ecosystem players including Communitech, Alberta IP communities, Innovation Saskatchewan, Innovation Asset Collective (ex: November 2025 conference) IPON, New Ventures BC and INTA.</p> <p>2025 public engagement</p> <p>CEO presentation at Law Society of Ontario annual IP conference</p> <p>Deputy Registrar CNAR presentation at Fundamentals of Regulation conference</p> <p>CEO presentation in French to the Canadian Commission of the Association des Praticiens du Droit des Marques et des Modèles on the due care standard.</p> <p>IPIC 2025 Conference: Sold out lunch and learn session on CPATA; plenary CEO Fireside Chat with IPIC Past President</p> <p>CCIC: CEO and Deputy Registrar present at The College of Immigration and Citizenship Consultants staff training</p> <p>CNAR 2025: CEO presenter at pre-conference workshop (100 attendees) on AI in Professional Practice: Setting and Applying Principles and Expectations for Public Protection; CEO interviewed for CNAR TV session on “Efficiency in Regulation: Unlocking Big Impact with Lean Teams</p>
Annual Licensee Report	Gather information from licensees to obtain a better profile of the professions and those working in them.	Professional Regulation	First expanded annual licensee report (ALR) successfully administered. Data review ongoing and refinements for 2026 ALR administration.
Complaints and Discipline	Continue to receive and investigate complaints as they arise Evaluation of major cases and proceedings (micro reg. risk asst) (ongoing)	Professional Regulation	<p>Ongoing.</p> <p>Agent Conduct Inquiries – 27 received and responded to</p> <p>Complaints – 5 matters ongoing from 2023/24 with 3 completed by IC in 2025 (2 ongoing suspensions); 3 new complaints under investigation, no new hearings scheduled for 2025 at this time</p> <p>Discontinued hearing (Fincham) led to in-depth evaluation of investigations and prosecutions process with policy and procedure improvements as a result</p>
UAP	Continue to consider UAP matters as they arise and determine appropriate regulatory responses	Professional Regulation	<p>Over 400 TM fraud reports over September 2024 to November 2025 period, with UAP matters ongoing. CPATA continues to publicly “name and shame” TM fraudsters.</p> <p>Engaging with CIPO, IPIC and other IP ecosystem partners to raise awareness of fraud.</p> <p>Addressing occasional (approx. 12 per year) issues of UAP scope of practice / advertising concerns.</p>

ACTIVITY PLAN 2025

Project	Project Description / Deliverables	Strategic Framework Component	December 2025 Update
Code of Conduct education	Content for licensee education with respect to Code of Conduct Ethics inquiries and ethics articles Develop Code of Conduct educational video educational resources (2025 release target)	Professional Development and Competency	Code of Conduct educational videos launched 2025 ethics articles include guidance on GenAI, new case law informing the due care standard and other topics of importance to licensees >28 ethics inquiries as of November 21, 2025
Competency Profiles	Finalize and publish Professional Foundations Competency Profiles	Professional Development and Competency	Complete. Technical and Professional Foundations Competency Profiles both adopted. Continuing to work to educate on competency profiles.
Enhancing pathways to licensure: apprenticeships	Analysis of current apprenticeship model to determine if changes are needed Research re best practices in apprenticeship and experiential learning; potential changes to "Approved Training Program Policy"	Professional Development and Competency	Key findings of 2024 consultation including recommendations published in 2025. Implementation of operational changes ongoing.
Enhancing pathways to licensure: Explore potential new pathways to licensure	Identify and implement pathways to licensure to improve access to become an agent Consultations and outreach to understand potential of new pathways that would meet competencies	Professional Development and Competency	Exploration of additional potential resources and/or pathways to licensure ongoing. No decision points for 2025.
Exam administration	Develop and administer fair and psychometrically defensible qualifying examinations Trademark Knowledge Examination (two exam administrations in 2025) Patent Knowledge Examination (two exam administrations in 2025) Trademark Agent Skills Examination Patent Agent Skills Examination	Professional Development and Competency	Winter Knowledge Examinations administered in February 2025 and results released in April 2025. Pass rates can be found here: TKE and PKE . Spring Knowledge Examinations administered in late May (TKE), and early June (PKE). Pass rates can be found here: TKE and PKE TASE administered in September 2025 with results released in early January 2026; PASE administered in October 2025 with results released in February 2026.
Return to Active Practice Policy	Develop and implement policy that uses a risk-based approach for agents wishing to return to active practice after 3 years of inactivity - Research/discussion paper - Draft policy - Consultation? - Final Policy	Professional Development and Competency	Project deferred to build return to active practice policy at the same time as CPATA considers continuing professional development (CPD) policies.
2025 licensee renewals	Online licence renewal for eligible PA and TM agents Renewal configuration	Organizational and Regulatory Infrastructure	Complete with corresponding updates to the InTouch system.
Application portal	Automate Change of Class applications via the	Organizational and Regulatory Infrastructure	Successful shift from accepting applications to become an agent in training by

ACTIVITY PLAN 2025

Project	Project Description / Deliverables	Strategic Framework Component	December 2025 Update
and Professional Responsibility modules in InItouch	Application Portal Create a module for Professional Responsibility Exam registration via the Licensee Portal	and Regulatory Infrastructure	email to through CPATA's application portal, reducing administrative burden and enhancing application security. Professional Responsibility module in development to integrate PR data into inItouch. Project launch 2025, expected completion 2026.
Budget 2026	Develop 2026 Budget and start to develop longer term financial planning	Organizational and Regulatory Infrastructure	Budget 2026 to be considered by the Board at December 2025 Board meeting. Initial information has been provided to the Board in September and November.
CPATA insurance renewal	Review Insurance requirements and available coverage. - General Liability - Cyber coverage - D&O (inc. Excess) Insurance renewals for all programs - Input from A&R Committee	Organizational and Regulatory Infrastructure	Complete.
Cyber Incident and Emergency Response Framework	Describe how CPATA will respond to, operate during and recover from an emergency that may limit access to a virtual office, records and equipment. Cyber Incident and Emergency Response Framework (CERF)	Organizational and Regulatory Infrastructure	In 2025 staff continued to refine CPATA's Emergency Response Framework and worked on emergency succession planning protocols. Staff engaged in cross-functional work and continue to refine emergency preparedness planning based on testing.
EDI and Indigenous Reconciliation Strategy 1. Inclusion in the professions 2. Agent training 3. CPATA's organizational approaches	Develop CPATA approaches based on 3 areas of interrelated activity: 1. CPATA governance and operations: govern and run CPATA in a manner that is dedicated to EDI and Indigenous Reconciliation 2. Trademark and patent agent competencies and standards: Education and training re cultural competency, consistent with TRC Calls to Action 3. Entry into the profession: Efforts towards building and sustaining a trademark and patent agent profession that is reflective of Canada's population; removes unreasonable barriers to entry Draft EDI and Reconciliation framework and implementation (ongoing)	Organizational and Regulatory Infrastructure	2025 focus on CPATA operations: continued staff learning re EDI and Reconciliation; review of current operational approaches and staff engagement on enhancing EDI and Reconciliation practices (including accessibility and accommodations efforts) in support of best regulatory practice.
Enterprise & Regulatory Risk Management	Maintain Enterprise and Regulatory Risk Management systems Regular review of enterprise risk framework(s)	Organizational and Regulatory Infrastructure	Enterprise and regulatory risk management regularly reviewed by staff and at Audit and Risk Committee. (July 2025)
Foreign Practitioners – renewals	Annual completion of declarations confirming eligibility and payment of fees to continue to be included on Public Register	Organizational and Regulatory Infrastructure	Complete.

ACTIVITY PLAN 2025

Project	Project Description / Deliverables	Strategic Framework Component	December 2025 Update
Performance Excellence	Set individualized staff goals and continuous feedback cycle	Organizational and Regulatory Infrastructure	Performance Excellence Program ongoing. Timing of individual PEPs being developed based on individual timing considerations in some cases. All PEPs complete.
Staff training	Provide staff with annual trainings through lunch and learns, online modules etc., on areas such as: -Official Languages -Privacy/ATI -Professional Regulation and IP trends -EDI and Indigenous Reconciliation -Technology -Emergency response plans and records mgt -HR and Professional Development	Organizational and Regulatory Infrastructure	2025 trainings on: Mental health first aid training; EDI and Indigenous Reconciliation efforts by IPIC, Official Languages; IPIC Conference and CNAR Conference Key Learnings; CPA conference;
Annual Report 2024	Develop and submit CPATA's Annual Report to the Minister in both English and French	Governance	Complete.
Board and Committee Meetings (Public, CotW)	Board and Committee meetings English and French Board materials to enable effective public interest decision-making and transparency Committee materials to enable effective decision-making	Governance	Ongoing.
Board and Committee training and education	Assess Board and Committee training and education needs and develop appropriate education as required	Governance	Ongoing. Enhanced Director education and training for 2025 as CPATA continues to evolve from start up to regulator supported by full staff. Focus on Director role in professional regulation organization.
Board elections and new Director orientation	Licensees may vote to elect a Board director. Next elections are to be held spring 2025.	Governance	Complete. Trademark agent acclaimed and patent agent elected.
Board evaluation 2025	Board self evaluation framework to be developed and implemented	Governance	Self evaluation framework administered in early 2025 for the first time Self evaluation framework reviewed and to be administered again in early 2026.
Board GIC appointments and new Director orientation	Next appointments 2025. CPATA input to ISED re skills required through appointments New Director orientation session	Governance	New Director orientation held May 2025
Committee Appointments 2025	Committee vacancies are filled according to Skills Matrices	Governance	Committee appointments processes ongoing.
CPATA AGM 2025	CPATA AGM (Ottawa) in person event	Governance	Complete

ACTIVITY PLAN 2025

Project	Project Description / Deliverables	Strategic Framework Component	December 2025 Update
CPATA audit	Annual Financial Audit Audited Financial Statements and Audit report	Governance	Complete in time for March 31 deadline for Minister's office.
Performance Measurement Framework / Outcomes Measurement	Continue to develop a framework that measures and reports, in a standardized manner, how we are acting in the public interest. Dashboard development and implementation	Governance	Ongoing. This will be informed by Annual Licensee Report data, Professional Regulation data when moved to inltouch.
Record retention policy	Develop a document management strategy that will provide an information governance structure that successfully manages the College's information. As a federal organization, this structure must be compliant with the regulations of Library and Archives Canada (LAC). Disposition Authorization from LAC Records Classification and Retention Schedule	Governance	Ongoing implementation of record retentions in accordance with policy.
Regulatory reporting: Privacy and Access to Information - Annual Reports	Provide data on the performance of CPATA's access to information (ATI) and privacy programs Submission to TBS Submit Annual reports to Parliament re administration of the Access to Information Act and the Privacy Act. Tabling of the reports to Parliament Publication on CPATA's website	Governance	Submission of statistical reports complete Annual Report submission completed August 2025 Tabling of Annual Report completed October 2025
Strategic Plan Transition Phase	Review Strategic Plan 2023-2025 and assess progress to date; begin planning for a new Strategic Plan for CPATA's future development	Governance	Strategic Planning for 2026-2028 developed through 2025 to enable smooth transition.

Memorandum

TO	Board of Directors
FROM	Juda Strawczynski, Registrar & CEO
DATE	December 10, 2025
SUBJECT	Strategic Framework 2026–2028

Background: Launching CPATA

CPATA's first several years have been dedicated to launch, start-up and scale-up to meet CPATA's broad regulatory mandate. CPATA's [Strategic Framework 2023–2025](#) set the organizational priority as “strengthening the regulatory foundations”, through five pillars:

- Professional Development and Competency
- Professional Regulation
- Relationships and Communication
- Governance
- Organizational and Regulatory infrastructure

Under each pillar, the Strategic Framework identifies strategic initiatives.

Strategic Framework 2026–2028

Staff and Directors have been working towards developing a new Strategic Framework throughout 2025.

Strategic Framework 2026–2028 mostly continues ongoing multi-year commitments, such as our efforts to build and instill competency frameworks, enhance pathways into practice, and develop appropriate policies on continuing professional development (which was deferred from the 2023–2025 Strategic Framework given capacity limitations and the need for more information before commencing this initiative.)

The new Strategic Framework 2026–2028 maintains the same five pillars, with updates to the specific Strategic Initiatives. The new organizational priority is “Access to competent and ethical patent agents and trademark agents” which aligns with CPATA's purpose and vision.

Professional Development and Competency

Enhancing pathways into the professions

- Continue to develop supervised practice resources
- Continue exploring potential new entryways into the professions

Background – Developing CPATA’s Entry to Practice Framework

Since its inception, a major CPATA priority is the development of a transparent, fair, and defensible entry to practice framework. CPATA, with input from licensees, developed the first competency profiles for patent agents and trademark agents. CPATA has redesigned its qualifying exams to test these competencies, and staged exams to enable candidates to demonstrate foundational knowledge on the knowledge examinations, to then progress to the skills examination. CPATA also developed and implemented a policy to enable a tailored review of internationally trained and/or educated applicants and has started work to enhance supervised practice and consider potential additional pathways into practice.

Enhancing supervised practice

For Strategic Framework 2026–2028, the strengthening of pathways into the professions remains a key strategic priority. This continues to build on CPATA’s Pathways to Licensure consultation (2024) and commitment to four next steps, namely:

1. Updating the public register to support securing a supervised practice role
2. Developing training resources to provide guidance to supervisors and trainees on training requirements
3. Revising the eligibility criteria for Class 3 agents in training taking the Patent and Trademark Knowledge Exams
4. Continuing to explore alternative pathways for licensure

The update to the public register and change to timing to attempt the knowledge exams will be fully completed in 2025. For 2026–2028, the focus will be on developing training resources and continued general exploration of potential alternative pathways.

CPATA will develop training resources through 2025 and 2026.

- In 2025 CPATA will be releasing an initial high-level resource. This will be an anonymous survey or questionnaire designed for supervisors and trainees to use to more intentionally plan the supervised practice experience. CPATA will also seek feedback from users of this resource to help shape future resource development.
- In 2026 CPATA will develop further supervised practice supports, such as a training plan to be completed at the outset of supervised practice, an interim assessment resource, and a summative evaluation resource to be completed at the end of training. These will be developed with input from the professions.

These resources will support enhanced supervised practice environments, encouraging intentional planning, promoting meaningful engagement, and helping set trainees up for success in demonstrating competency.

Staff will also continue to monitor trends across different IP and other professional regulators to inform this initiative and potential options for further changes to supervised practice requirements. We will also be considering how existing IP education mapping conducted by IPON and educational offerings by IPIC and others can be used to further support both trainees and licensees in their professional development.

Continue exploring potential new entryways into the professions

CPATA will continue to explore potential new entryways into the professions through 2026–2028. This will include continuing to explore educational offerings and how other IP regulators develop pathways into the professions.

Strengthening licensee competencies

- Develop continuing professional development (CPD) policy
- Develop CPD and practice management resources
- Develop return to active practice policy

CPD Policy

As a modern regulator, CPATA is committed to supporting its licensees in engaging in continuing professional development (CPD). The public expects licensed professionals to maintain their knowledge and skills, and professional regulators in Canada have developed a range of approaches to CPD.¹ CPATA will consult with licensees and consider what will constitute a right-touch approach for our context.

CPD and Practice Management Resources

It is also important that there are CPD opportunities that address both the technical and professional foundations competency areas. Thankfully, Canadian patent agents and trademark agents are well served by associations and communities of practice that provide various courses, programs and peer groups. In addition, and as we have heard from licensees, CPATA has a role to play in providing CPD and practice management resources specifically focused on areas that touch on ethical practice and the role of the regulator. To this end, CPATA has already developed educational videos on the Code of Professional Conduct and numerous articles around real ethical issues that licensees have experienced. CPATA will continue to develop similar resources on an ongoing basis.

Return to Active Practice

CPATA licensees may become inactive C4 agents for a variety of reasons and have the ability to return to active practice at any time. It is well established that knowledge and skills can erode when they are not regularly employed. However, CPATA has not yet established return to active practice standards, which might include, for example, skills upgrading or continuing professional development requirements. These should be developed at the same time as CPATA's continuing professional development policies.

¹ CPATA had planned to start its work on CPD by 2025, but deferred this work, which allows the organization to learn from the findings of its apprenticeship consultations, and consider approaches that will be aligned with entry to practice requirements and resources.

Pro Bono

CPATA has a role to play in promoting pro bono services as part of its public interest regulation mandate. CPATA has the power to make by-laws respecting “requirements for licensees to do pro bono work.”² CPATA will consider its approach to encouraging pro bono, and in Strategic Framework 2026-2028 will engage with licensees and stakeholders to consider a right-touch approach to promoting pro bono within the patent agent and trademark agent professions.

Professional development and competency matters considered but not proceeding in Strategic Framework 2026-2028

CPATA considered other areas related to professional development and competency that will not be included in the upcoming strategic framework. The competency profiles were developed prior to the emergence of Generative AI, and in today’s fast-moving environment, CPATA considered whether it was necessary to update its competency profiles immediately. With the combination of guidance provided by the College on Generative AI with the [Professional Foundations profile](#), which already addresses the general need for licensees to manage information through employing digital tools and adapting to relevant technological advancements, and to plan for, develop and integrate learning related to relevant competencies, as well as the guidance provided in the Code of Professional Conduct, rules relating to competency and quality of service, it was determined that there is no urgent need to review the current competency profiles.

However, best practice is to regularly review competency profiles, and a revalidation will be required in or around 2029. This will likely be an opportune time to also consider related amendments to the Code of Professional Conduct.

Professional Regulation

IP Agent Privilege

Support the continued evolution of IP agent privilege in a manner that protects clients in the public interest

As part of Canada’s innovation strategy, the Government of Canada granted statutory privilege for patent agent and trademark agent clients. This privilege came into effect prior to CPATA coming into force. Now that CPATA regulates patent agents and trademark agents in the public interest, the statutory privilege should be refined to reflect all areas of patent agent and trademark agent practices. This is in the interest of clients and the protection of their intellectual property rights, is consistent with how patent agents and trademark agents service clients globally and is consistent with CPATA’s purpose and vision. CPATA recognizes this as a strategic priority and will continue to engage with the Government of Canada and other stakeholders to support this development.

Protect against unauthorized practice and fraud

Continue to educate, coordinate and proactively work to prevent UAP and fraud

² CPATA Act, s.75(1)(p).

CPATA's regulatory ambit includes combatting unauthorized practice. There have been two areas of UAP to date:

- Concerns about businesses and individuals offering patent and trademark prosecution services where there appear to be no licensees involved. In most cases these matters are resolved by reaching out to the provider and seeking changes to their marketing. In some cases CPATA has issued warnings.
- Sophisticated phishing scams targeting Canadians and other users of Canada's IP system, at times using the names of CPATA licensees to give an air of legitimacy to the fraud. CPATA has received over 350 complaints to date related to these frauds, and in response have engaged in a multi-pronged response including:
 - o Responding to individual concerns about frauds within 1-3 business days to provide timely assistance to those being targeted
 - o In some cases, seeking website take-downs, filing fraud reports with the government's Anti-Fraud Centre and/or reporting to police authorities
 - o liaising with CIPO, IPIC, and others to coordinate responses and share experiences

We will continue to proactively educate about UAP concerns, work with partners to prevent fraud and work with agents whose names are being fraudulently used to mitigate risk.

Complaints and Discipline

Continue to manage agent conduct inquiries, complaints, investigations and discipline in a proactive, principled and proportionate manner

To date CPATA has received a moderate number of agent conduct inquiries (54 since 2021; avg. 13 per year) and received or initiated a small number of complaints (23 since 2021; avg. 6 per year), and a low number of complaints matters are fully investigated (12 since 2021; avg. 3 per year) or ultimately are referred to a hearing panel of CPATA's independent Discipline Committee (4 to date since 2022). CPATA's investigations and discipline processes have evolved since the College's early days, when certain processes had not yet been developed. We will continue to adopt policies and procedures based on emergent best practices and on learnings as new cases unfold. We also continue to adapt to varied volume and are right-sizing resources based on need. As part of our commitment to a proactive approach to regulation, our Ethics Inquiry process has been well-used, with 95 inquiries received since 2021, an average of 19 per year.

Professional regulation matters considered but not proceeding in Strategic Framework 2026-2028

CPATA considered other areas related to professional regulation, including, for example, whether it would be appropriate to conduct a review of the operation of its legislation, the CPATA Code of Professional Conduct, or professional liability insurance. CPATA also considered whether it would be appropriate to start to consider whether a voluntary practice audit and support program would be appropriate as a means of reducing risk and promoting best ethical practices. Ultimately while CPATA continues to monitor these areas, it is too early to engage in such reviews. These are areas that may be considered when engaging in future strategic planning.

Relationships and Communication

Engaging with Licensees and Partners

Continue to engage with licensees, associations, IP partners and other regulators on areas of shared purpose

CPATA relies on engagement with the publics it serves to do its work. CPATA has regular engagement with IPIC and continues to build relationships with diverse licensee communities of practice. CPATA's regular engagement with individual licensees through customer service, UAP concerns, ethics inquiries and agent conduct inquiries also provide engagement opportunities with licensees. CPATA is also developing its engagement with different parts of Canada's IP community, and with other professional regulators in Canada and internationally, and regularly engages with the public on issues from finding help for an IP challenge to reports of IP fraud. These multiple touchpoints help CPATA better understand the environment in which we operate and informs regulatory initiatives and public interest decision-making.

Throughout 2026–2028 CPATA will continue to engage with licensees, associations, IP partners and other regulators on areas of shared purpose.

Engaging with Government

Continue working with the Government of Canada (GoC) and CIPO to carry out our mandate

CPATA regularly engages with the Government of Canada at different levels. CPATA shares a daily update on changes to our licensee register so that CIPO has real-time updates. There is regular information sharing with ISED, particularly CIPO on areas of shared interest. As CPATA develops data on the demographics of the patent agent and trademark agent professions, we will share high level findings with the Government of Canada and will continue to engage with government to understand policy shifts, IP macroeconomic trends and evolving consumer needs.

CPATA also regularly engages with the Minister's office as needed to meet our public interest mandate.

Building CPATA's position in the IP ecosystem

Continue to bring awareness to CPATA's role, public interest mandate and best-in-class approach

CPATA remains a relatively new regulator, and our outreach suggests that there is a need to continue to communicate who we are, what we do and how we do it to licensees, IP stakeholders and the public. From 2023–2025, CPATA developed its regular communications and began to develop broader outreach through social media. For Strategic Framework 2026–2028, CPATA will continue to build online presence and in person outreach to raise awareness of its mandate and services.

Governance

Addressing fiscal responsibility and sustainability

- Consult on and right-size annual licensing fees to provide CPATA with the resources required to fulfil its mandate
- Implement By-law changes re fees

CPATA is a regulator that is funded by fees. Most of CPATA’s funding is from licensing fees; it also receives some income from application and exam fees and other regulatory fees. However, as an independent regulator, CPATA has not ever and does not receive any government or other funding.

CPATA did not receive startup funding from any source at inception and needed to borrow funds to launch prior to starting to receive licensing fees required to operate. Through Strategic Framework 2023–2025 CPATA increased fees to generate the revenues required to maintain an independent and financially sustainable regulator.

CPATA’s finances are now moving towards becoming sustainable. The goal will be to right-size annual fees to provide CPATA with the resources it requires to fulfil its mandate.

CPATA will consult with licensees as it considers appropriate fees and will work with the Government of Canada to seek amendments to CPATA’s by-laws to implement fee changes as necessary.

Regulating via effective Board & Committee governance

- Appropriately support Board and Committees
- Continue Board/Committee education and evaluation

CPATA’s Board and Committees play vital roles in CPATA’s governance and regulatory functions and will continue to be supported appropriately. CPATA will continue to engage in Board and Committee education and evaluation as part of its efforts to govern in the public interest and in accordance with best practices.

Maintaining Board & Committee Composition

- Conduct Director elections (2027, 2028)
- Support GoC re Minister appointments
- Recruit for skills-based Committee appointees

CPATA’s governance features a diverse nine-person Board comprised of five Directors appointed by the Minister of Industry, and four Directors elected or acclaimed to the role from the patent agent and trademark agent professions. CPATA will continue to support the Government of Canada as appropriate with respect to Ministerial appointments. CPATA will also hold elections for Directors in both 2027 (1 trademark agent, 1 patent agent) and 2028 (1 trademark agent, 1 patent agent).

CPATA also has a skills-based Committee appointment process for appointing individuals to serve on its Committees. CPATA will continue to recruit for skills-based Committee appointees as needed.

Organizational and regulatory infrastructure

Continuing to develop infrastructure for CPATA to be a right-touch best in class regulator

Continue to balance people, processes and technologies to operate efficiently and in the public interest

CPATA relies on our people, processes and technology to effectively serve our publics. In the Strategic Framework for 2023–2025, CPATA’s focus was on building our baseline infrastructure. There were key pieces that needed to be built, including an enhanced Public Register and an Agent Portal. Staffing

levels were generally unchanged (with one fractional outsourced role being insourced to maintain efficient operations.)

For the next strategic framework CPATA will continue to build needed back-end regulatory systems, particularly with respect to online complaints and unauthorized practice / fraud prevention. With increased volume across the organization, including in applications to become C3 agents in training and in fraud prevention, CPATA will be hiring one full-time permanent administrative staff member to support operations.

Over Strategic Framework 2026–2028 CPATA will also engage in ongoing workforce planning initiatives so that staff levels are right-sized for fluid needs and salaries are in line with market and Board policy.

Understanding licensee demographics and consumer needs

Analyze CPATA data and work with partners to understand trends, consumer needs and gaps

CPATA uses data to inform decision-making. It conducted a voluntary licensee survey in 2022 to obtain a profile of the patent agent and trademark agent professions. In 2025 CPATA launched a more detailed annual licensee report (ALR) to continue to gain a better understanding of the demographics and work of the professions. This information helps CPATA better understand the licensee population, the nature of the services provided by licensees, and supply-side information about access to patent agent and trademark agent services.

CPATA will continue to collect and analyze licensee ALR and other data to assist with its work. At the same time, CPATA will be working with partners to better understand consumer trends and needs. Others such as CIPO have data that might be used to better understand such trends and identify opportunities. Continuing to review supply and demand factors will enable CPATA to help the IP ecosystem collectively consider approaches to facilitate access to patent agent and trademark agent services.

Advancing Equity, Diversity and Inclusion (EDI) and Indigenous Reconciliation

Continue to develop CPATA's EDI and Indigenous strategies

Consistent with CPATA's mandate, CPATA's regulatory objectives includes striving to "promote equity, diversity and inclusion in the patent and trademark professions and in the delivery of patent and trademark services." CPATA has developed an EDI and Indigenous Reconciliation approach that considers EDI and Indigenous Reconciliation factors, including accessibility and fairness across all aspects of CPATA's regulatory mandate. CPATA's focus is on EDI and Indigenous Reconciliation in the professions, the delivery of services by patent agents and trademark agents, and by CPATA as an organization.

In Strategic Framework 2023–2025, CPATA started its EDI and Indigenous Reconciliation journey by, for example:

- The professions:
 - o Surveying the professions to understand the diversity of those CPATA regulates
 - o Accommodating licensees in a variety of circumstances based on human rights, EDI and fairness principles
- Delivery of services:
 - o Supporting licensees in understanding and adhering to the Code of Conduct

- Based on input from the patent agent and trademark agent professions, introducing CPATA's technical and professional foundations competency profiles
- CPATA:
 - Building EDI principles into CPATA decision-making frameworks
 - Introducing staff training on EDI, Indigenous Reconciliation and mental health issues
 - Conducting a review of CPATA's EDI and Indigenous Reconciliation efforts to date and engaging in continuous improvement initiatives.

In Strategic Framework 2026–2028, CPATA will continue to learn and develop further practices to embed EDI and Indigenous Reconciliation concepts into CPATA's activities.

Other organizational and regulatory infrastructure matters considered but not proceeding in Strategic Framework 2026–2028

By design, staff work remotely from home except for attendance at in person meetings 2–3 times per year and occasional travel to conferences. CPATA considered the possibility of acquiring rental working space to support engagement and occasional staff meetings. As CPATA's remote workforce strategy has been highly effective, there is no need for rental space at this time. CPATA will need to continue to consider its remote workplace strategy as workplace expectations evolve.

Conclusion

Strategic Framework 2026–2028 continues CPATA's rapid development as a modern best-in-class regulator and continues our public interest regulatory initiatives.

CPATA Regulatory and Strategic Framework 2026–2028

Purpose

To regulate patent agents and trademark agents in the public interest, in order to enhance the public's ability to secure the rights provided for under the Patent Act and the Trademarks Act (*CPATA Act*, s.6)

Vision

Public access to a globally respected body of patent agents and trademark agents who are highly skilled, ethical, and current in their knowledge

Regulatory Objectives

To advance its role as a risk-focused, modern public interest regulator, the College has adopted as its Regulatory Objectives that it will strive to:

1. protect and promote the public interest in patent and trademark services;
2. protect those who use patent and trademark services;
3. promote innovation in the delivery of patent and trademark services and the protection of intellectual property rights;
4. improve access to and promote competition in the provision of patent and trademark services;
5. promote the independence of the patent and trademark professions;
6. oversee the ethical and competent delivery of patent and trademark services by licensees; and
7. promote equity, diversity and inclusion in the patent and trademark professions and in the delivery of patent and trademark services.

Priority: Access to competent and ethical patent and trademark agents

Professional Development and Competency	Professional Regulation	Relationships and Communications	Governance	Organizational and regulatory infrastructure
<p>Enhancing pathways into the professions</p> <ul style="list-style-type: none"> Continue to develop supervised practice resources Continue exploring potential new entryways into the professions Develop return to active practice requirements <p>Strengthening licensee competencies</p> <ul style="list-style-type: none"> Develop a continuing professional development (CPD) policy Develop CPD, ethics education and practice management resources <p>Promoting pro bono</p> <ul style="list-style-type: none"> Introduce a pro bono policy as contemplated by CPATA's By-laws as part of CPATA's commitment to facilitating access to services 	<p>Advancing patent agent and trademark agent privilege</p> <ul style="list-style-type: none"> Support the continued evolution of patent agent and trademark agent privilege in a manner that protects clients in the public interest <p>Addressing complaints and discipline</p> <ul style="list-style-type: none"> Continue to manage agent conduct inquiries, complaints, investigations and discipline in a proactive, principled and proportionate manner <p>Protecting against unauthorized practice (UAP) and fraud</p> <ul style="list-style-type: none"> Continue to educate, coordinate and proactively work to prevent UAP and fraud 	<p>Engaging with licensees and partners</p> <ul style="list-style-type: none"> Continue to engage with licensees, associations, IP partners and other regulators on areas of shared purpose <p>Engaging with government</p> <ul style="list-style-type: none"> Continue working with the Government of Canada (GoC), particularly ISED and CIPO to fulfill our mandate <p>Building CPATA's position in the IP ecosystem</p> <ul style="list-style-type: none"> Continue to bring awareness to CPATA's role, public interest mandate and best-in-class approach 	<p>Continuing to address fiscal responsibility and sustainability</p> <ul style="list-style-type: none"> Right-size annual licensing fees, with consultation, to provide CPATA with the resources required to fulfil its mandate Implement By-law changes regarding fees <p>Regulating via effective Board and Committee governance</p> <ul style="list-style-type: none"> Appropriately support Board and Committees Continue Board/Committee education and evaluation <p>Maintaining Board and Committee composition</p> <ul style="list-style-type: none"> Conduct Director elections (2027, 2028) Support GoC regarding Minister appointments Recruit for skills-based Committee appointees 	<p>Continuing to develop infrastructure for CPATA to be a right-touch, best-in-class</p> <ul style="list-style-type: none"> Continue to balance people, processes and technologies to operate efficiently and in the public interest <p>Understanding licensee demographics and consumer needs</p> <ul style="list-style-type: none"> Analyze CPATA data and work with partners to understand trends, consumer needs and gaps <p>Advancing EDI and Indigenous Reconciliation</p> <ul style="list-style-type: none"> Continue to develop CPATA's Equity, Diversity and Inclusion, and Indigenous Reconciliation Strategies

ACTIVITY PLAN 2026-2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes
Stakeholder engagement	Continue regular stakeholder engagement and outreach to licensees, IPIC, government, CIPO, other IP ecosystem partners, other professional regulators etc.	Relationships and Communications	<p>CPATA regulates in the public interest and seeks to do so as a trusted regulator that makes evidence-based decisions. Stakeholder engagement is a vital component to regulating in such a manner. 2026-2028 engagement is expected to include:</p> <p>Regular ongoing engagement with CIPO, ISED, and IPIC. Continued developing engagement with Canadian IP ecosystem players (ex: IAC, IPON and other regional IP agencies) Continued engagement with other Canadian regulators and with international regulators of patent agents and trademark agents (USPTO, IPReg, Australia/New Zealand etc.) Use of newsletters and social media for general and targeted information campaigns</p> <p>Stakeholder engagement 2026-2028 will include consultations/calls for comment on:</p> <ul style="list-style-type: none"> - Licensing and other CPATA fees (2026) - Continuing professional development (CPD) policy - Return to active practice policy - Pro bono policy - Understanding consumer needs
Patent Agent and Trademark Agent Privilege	Support the continued evolution of patent agent and trademark agent privilege in a manner that protects clients in the public interest. Now that CPATA regulates patent agents and trademark agents in the public interest, the statutory privilege should be refined to reflect all areas of patent agent and trademark agent practices.	Professional regulation / Relationships and Communications	Continue to support efforts to see the evolution of patent agent and trademark agent privilege
Complaints, Investigations and Discipline	Continue to receive and investigate complaints as they arise and determine appropriate regulatory responses. Support the Investigations Committee and Discipline Committee in their independent mandates.	Professional Regulation	Continue to base professional regulation on pro-active, principled, proportionate and risk-focused approach, with agent conduct inquiry process as a means of facilitating early resolution where possible. Continue policy development.
Unauthorized Practice (UAP)	Continue to consider UAP matters as they arise and determine appropriate regulatory responses	Professional Regulation	Continue to engage in fraud prevention including; <ul style="list-style-type: none"> - "Naming and shaming" fraudsters to prevent cyber fraud - Engaging with IP ecosystem partners to raise awareness of fraud - Addressing occasional issues of UAP scope of practice advertising concerns.
Annual Licensee and Foreign Practitioner	Annual renewal of licensees and foreign practitioners	Professional Regulation	Licensee renewal by March 31 Foreign practitioner renewals held May-June

ACTIVITY PLAN 2026-2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes
Renewals			
Annual Licensee Report (ALR), EDI survey and data review	Continue to gather information from licensees to obtain a better profile of the professions and those working in them.	Professional Regulation	First expanded annual licensee report successfully administered in 2025. First EDI voluntary survey administered in 2025. ALR administered during renewal – complete by March 31 Data from ALR / EDI survey to help understand trends in the professions and licensee demographics.
Consumer needs analysis	Work with government and potentially other IP partners to further understand consumer needs / gaps to facilitate access to services	Professional regulation / Relationships and Communications	Professional regulators are increasingly working with governments, consumer groups and others to consider demand-side need for licensee services. Consumer needs analyses will help CPATA triangulate how it can potentially facilitate access to patent agents and trademark agents
Continuing Professional Development (CPD) Policy	Develop CPD policy pursuant to the <i>CPATA Act</i> . This will be developed in consultation with licensees.	Professional Development and Competency / Relationships and Communications	The public expects licensed professionals to maintain their knowledge and skills, and professional regulators in Canada have developed a range of approaches to CPD. CPATA will consult with licensees and consider what will constitute a right-touch approach for our context.
Pro Bono Policy	Develop a Pro Bono policy pursuant to the <i>CPATA Act</i> . This will be developed in consultation with licensees.	Professional Development and Competency / Relationships and Communications	CPATA has a role to play in promoting pro bono services as part of its public interest regulation mandate. CPATA has the power to make by-laws respecting “requirements for licensees to do pro bono work.” CPATA will consider its approach to encouraging pro bono and will engage with licensees and stakeholders to consider a right-touch approach to promoting pro bono within the professions.
Return to Active Practice Policy	Develop and implement policy that uses a risk-based approach for agents wishing to return to active practice after 3 years of inactivity. This will be developed in consultation with licensees.	Professional Development and Competency / Relationships and Communications	CPATA licensees may become inactive C4 agents for a variety of reasons and have the ability to return to active practice at any time. It is well established that knowledge and skills can erode when they are not regularly employed. This policy would also apply to agents whose licences were suspended and who are subsequently reinstated.
Education: Licensee education and resource development	Continue to develop education for all licensees related to ethics, the Code of Professional Conduct, practice management and risk.	Professional Development and Competency	This includes, for example, ethical inquiries and articles, online learning modules (such as CPATA’s new 3-part education series on the Code of Professional Conduct.)
Pathways to licensure: supervised practice training improvements	Implement recommendations from pathways consultation (2024) - Focus on developing resources for supervisors and trainees.	Professional Development and Competency	Implementation of operational changes to improve the supervised practice training program - ongoing. Developing resources to support supervisors and trainees.
Pathways to licensure: Explore potential new pathways to licensure	Identify potential new pathways to licensure that would facilitate entry into the professions for those demonstrating entry level competencies through the exams	Professional Development and Competency	Exploration of additional potential resources and/or pathways to licensure ongoing. The current focus is on considering resource/educational needs. CPATA continues to engage with Canadian IP ecosystem partners as IP education is mapped and developed. CPATA also continues to engage with other regulators of

ACTIVITY PLAN 2026-2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes
			patent agents and trademark agents and education providers (such as IPIC).
Exam administration	Continue to develop and administer fair and psychometrically defensible qualifying examinations	Professional Development and Competency	
Human resources	<ul style="list-style-type: none"> - Hire 1 new staff to assist with Professional Development and Competency work (2026) - Conduct market assessment to maintain fairness and market competitiveness (TBD) - Continue to work with staff on Performance Excellence Program (Annual) 	Organizational and Regulatory Infrastructure	
Staff training	Provide staff with annual trainings through lunch and learns and attending conferences.	Organizational and Regulatory Infrastructure	Planning all-staff training day in person 2026; all-staff attendance at CNAR annual conference (Montreal; fall 2026) Future staff training TBD
EDI and Indigenous Strategies	<p>Continue to develop CPATA's EDI and Indigenous strategies</p> <p>Approaches to EDI Based on 3 areas of interrelated activity:</p> <ol style="list-style-type: none"> 1. CPATA governance and operations: govern and run CPATA in a manner that is dedicated to EDI and Indigenous Reconciliation 2. Trademark agent and patent agent competencies and standards: Education and training re cultural competency, consistent with TRC Calls to Action 3. Entry into the profession: Efforts towards building and sustaining a trademark and patent agent profession that is reflective of Canada's population; removes unreasonable barriers to entry 	Organizational and Regulatory Infrastructure / Professional Development and Competency	<p>CPATA governance and operations:</p> <ul style="list-style-type: none"> - Continue staff training on EDI and Reconciliation - Continue review of EDI and Reconciliation operational approaches <p>Competencies:</p> <ul style="list-style-type: none"> - Supporting licensees in understanding and adhering to the Code of Conduct - Continuing to educate the professions on CPATA's technical and professional foundations competency profiles - Reviewing educational resources available to the professions re cultural competency <p>Entry into the profession:</p> <ul style="list-style-type: none"> - Continuous review / improvement of processes to facilitate fair, transparent and defensible pathways into the professions - Accommodating licensees in a variety of circumstances based on human rights, EDI and fairness principles
Continued development of regulatory infrastructure	Continue to build needed back-end regulatory systems, particularly with respect to complaints and UAP data management and certain user experience improvements.	Organizational and Regulatory Infrastructure	Ongoing.
Performance Measurement	Continue to develop a framework that measures and reports, in a standardized manner, how we are	Organizational and Regulatory	Ongoing. This will be informed by Annual Licensee Report data, Professional Regulation data when fully moved to in1touch.

ACTIVITY PLAN 2026-2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes
Framework / Outcomes Measurement	acting in the public interest. Dashboard development and implementation	Infrastructure	
Enterprise & Regulatory Risk Management / Emergency Response Plans	Maintain and update CPATA's Enterprise & Regulatory Risk Management systems / emergency response plans	Organizational and Regulatory Infrastructure	2026: Staff to engage in tabletop emergency response exercises 2026: Continued engagement with Audit & Risk Committee and Board re risk management
Record retention policy	Develop a document management strategy that will provide an information governance structure that successfully manages the College's information. As a federal organization, this structure must be compliant with the regulations of Library and Archives Canada (LAC). Disposition Authorization from LAC Records Classification and Retention Schedule	Organizational and Regulatory Infrastructure	Ongoing.
Regulatory reporting: Privacy and Access to Information - Annual Reports	Provide data on the performance of CPATA's access to information (ATI) and privacy programs Submission to TBS Submit Annual reports to Parliament re administration of the Access to Information Act and the Privacy Act. Tabling of the reports to Parliament Publication on CPATA's website	Organizational and Regulatory Infrastructure	Annual Report submissions occur in summer, with tabling in fall.
Fiscal responsibility: Annual Budget Process	Develop annual budget with Audit and Risk Committee and Board of Directors input	Governance	Budget cycle – Sept – December for the following year's budget Changing annual CPI timing from October to September for Fee changes (by-law amendment required)
Fiscal responsibility: Review of CPATA licensing and other fees	- Right-size annual licensing fees, with consultation, to provide CPATA with the resources required to fulfil its mandate - Implement By-law changes regarding fees	Governance / Relationships and Communications	CPATA will consult with licensees and will work with the Government of Canada to seek amendments to CPATA's by-laws to implement fee changes as necessary. Fee review scheduled for 2026; goal of By-law changes re fees for Jan 1, 2027 in force.
Annual Report	Develop and submit CPATA's Annual Report to the Minister in both English and French	Governance	Annual Reports submitted by March 31 annually.
Annual General Meetings (AGMs)	CPATA AGM (Ottawa) in person event	Governance	June 2026 will mark 5 years since CPATA came into force.
Board and Committee Meetings	Board and Committee meetings -English and French Board materials to enable effective public interest decision-making and	Governance	Ongoing. - Public Board meetings: typically 3-4X per year - Strategic Planning meetings (Directors, staff, others as required, in camera) as required: typically 1-2X per year

ACTIVITY PLAN 2026-2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes
	<p>transparency</p> <ul style="list-style-type: none"> - Committee materials to enable effective decision-making 		<ul style="list-style-type: none"> - Statutory Committees to meet IX/year (minimum) re policy; then as needed - Governance; Audit & Risk Committees to meet according to Committee Work Plan and Board needs
Board and Committee training and education	Assess Board and Committee training and education needs and develop appropriate education as required	Governance	<ul style="list-style-type: none"> - Ongoing. Enhanced Director education and training as CPATA continues to evolve and is supported by professional staff. - Director orientation when new Director elected/acclaimed/appointed. - Committee training for Investigations Committee/Discipline Committee to be developed with Committee Chairs.
Board Director elections and new Director orientation	Licensees may vote to elect a Board director.	Governance	Complete for 2025. Trademark agent acclaimed and patent agent elected. Next elections are to be held spring 2027 and spring 2028.
Board Ministerial appointments and new Director orientation	<p>Next appointments – timing TBD</p> <p>CPATA input to ISED re skills required through appointments</p> <p>New Director orientation session</p>	Governance	
Committee Appointments	Committee vacancies are filled according to Skills Matrices	Governance	Committee recruitment and appointments ongoing.
CEO evaluation	CEO Performance Management and Compensation Working Group and Board of Directors to oversee on an annual basis	Governance	
Board evaluation	Board evaluation framework	Governance	- Board evaluation including Director surveys following each meeting; Director annual evaluation; other evaluation may be considered as needed
Committee evaluation (annual)	Committee evaluation	Governance	Self-evaluation survey to be administered in early 2026 for the first time.
CPATA audit	<p>Annual Financial Audit</p> <p>Audited Financial Statements and Audit report</p>	Governance	Audit occurs Q1 annually

TO	Board of Directors
FROM	Audit & Risk Committee
DATE	December 10, 2025
SUBJECT	Proposed Reserve Funds Amounts and Revised Policy

Motion

Be it resolved the Board approves the revised Financial Reserves Policy as presented.

Background

Over the last year and a half the Committee and Board of Directors have been monitoring the position of CPATA's Reserves and exploring the need to shift from reserves from the start up period of the college to reserves for long term sustainability. The Audit & Risk Committee now presents amended CPATA Financial Reserves Policy based on its work to date and input it has received from Directors throughout the process.

Revenues during the College's initial start-up addressed immediate start-up costs, but the College was not yet in a position to develop reserve funds as are necessary for professional regulatory organizations. Starting in 2023 the College started to both scale operations and work towards building aspirational reserves.

The Government of Canada provided initial security on the College's debt instruments (line of credit and credit cards). The intention was to have the government's security removed as soon as possible when we achieve financial independence.

CPATA currently has two separate Reserve Funds: An Operating Reserve Fund and a Professional Regulation Reserve Fund. The rationale for having these reserves is described in the Financial Reserves Policy as follows:

Given that programs and operations are still being developed, the possibility exists that a decrease in revenue and/or unforeseen and unavoidable costs may be incurred that may result in additional funds being needed to pay for these costs. As is the case for all professional regulators, the College's professional regulatory costs, including investigations, complaints, discipline and unauthorized practice matters, are an area of budgetary uncertainty. The costs associated with professional regulation will depend on the number of cases received, as well as their complexity. Investigation, hearing and committee costs can increase significantly when there are complex or high-risk issues that must be addressed in the public interest. For example, a lengthy hearing may add significant foreseeable costs related to professional fees (legal, expert opinion, transcription, hearing costs, etc.); however, the College cannot control when such matters will arise. To help the College ensure that funds are available to offset these unpredictable items, two

separate Reserve Funds will be established: an Operating Reserve Fund and a Professional Regulation, Unauthorized Practice and Litigation Reserve Fund.

As the College matures and continues to solidify our financial stability, we are now revisiting the Financial Reserves Policy to ensure adequate funds are available to offset unpredictable decreases in revenue or unavoidable costs for the longer term.

The goal is to balance longer term financial stability for CPATA while moving towards the goal of reducing licensee fees. The approach is cautious, reflecting both fiduciary duties and need for organizational stability.

To support this initiative, the CFO conducted a research project which involved a review of the reserve information and policies for over 50 regulators in Canada ranging in size. The environmental scan helped consider both appropriate reserve amounts for the long term, and approach to policy drafting.

The revisions to the Reserve Policy are intended to set reserves based on best practices for longer term organizational sustainability and that reflect the full scope of regulatory areas where reserves are needed, simplify the understanding of the use of reserve funds and the processes to do so. The policy also outlines when and how the Reserve funds can be accessed with the Board's approval. The policy is attached for review and approval.

Amendments to Financial Reserves Policy

Based on the comparative research, CPATA's broad mandate and its lack of regulatory track record to date, the committee recommends the following changes to the Financial Reserves Policy;

- Operating Reserve Fund,
 - o Revising the minimum from three (3) months to no less than six (6) months of Operating budgeted expenses (approximately \$1,600,000 in 2026, \$1,500,000 in 2025). six months of operating reserve is considered best practice.
 - o Based on best practices, simplifying calculations and to help ensure adequate funds are available we have revised the wording on Operating budgeted expenses to include all budgeted expenses and no longer removing Professional Regulation, Legal, contingencies, amortization, etc. from the calculation.

- Professional Regulation, Unauthorized Practice and Litigation Reserve Fund,
 - o Renaming the Professional Regulation Reserve Fund to the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund.
 - o Revising the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund minimum target from \$750,000 to \$2,000,000.
 - The initial \$750,000 amount was an initial target set to be achievable during the College's start-up phase.
 - The new minimum target recognizes and sets reserves for the risk that the College could face more than one major matter at a time. It could, for example, be engaged in one or more major investigations and/or discipline matters, and at the same time could need to address one or more significant unauthorized practice matter.

- Setting a sustainable new minimum target protects the College from having to levy the profession on an urgent basis to address major cases as they arise.
- The new minimum target allows the reserve to be set for multiple years with less concern for annual fluctuations in these types of costs during the budgeting process. Major fluctuations can be addressed through reserves.
- We have discussed and decided not to add wording on inflationary (CPI) indexing of the fund since the minimum has been increased to an amount that should be able to absorb inflation in the short-to-medium term.

Current financial forecast for reserves

The current forecast for 2025 includes a projected \$1.3M surplus and contribution to Reserves. The net asset balance at the end of 2024 was \$1.725M, therefore, we are forecasting \$3.06M balance by the end of 2025 (if there is no need to use reserve funds before end of year). The draft budget projection for 2026 includes a \$741,000 surplus which may be sufficient to meet the minimum targets for the Operating and Professional Regulation, Unauthorized Practice and Litigation Reserve Funds.

Net Asset Projection

Opening Net Assets 2025	\$ 1,725,000
Forecasted Surplus 2025	<u>1,338,000</u>
Forecasted balance at end of 2025	\$ 3,063,000
Projected budget Surplus for 2026	<u>741,000</u>
Projected Net Assets end of 2026	<u>\$ 3,804,000</u>

Net Asset Allocation – end of 2026

Operating Reserve Fund	\$ 1,600,000
Professional Regulation, Unauthorized Practice and Litigation Reserve Fund	2,000,000
Unrestricted Net Assets	<u>204,000 (ii)</u>
Total	<u>\$3,804,000</u>

The forecasted outcome will be recording the funds (\$204,000) (ii) as unrestricted funds with the intention to use these funds to provide for licence fee reduction(s) for 2027 and/or 2028.

Financial Policies

NAME OF POLICY	Financial Policy No. 8 - Financial Reserves Policy		
APPLICABLE SECTIONS OF THE ACT, BY-LAWS AND REGULATIONS and/or PURPOSE	By-law S.6(1), 43 Ensuring Effective Stewardship of CPATA Assets		
RESPONSIBILITY	CEO & Registrar and CFO		
APPROVED BY	EFFECTIVE	REVIEWED	REVISED
Board of Directors	09/22/2023	09/08/2025	12/10/2025

1. Rationale

The College’s primary sources of revenue include annual licensee fees, examination fees, and application fees. These fees are established by the Board of Directors with the objective of covering the College’s annual budgeted expenditures and maintaining financial reserves to address potential regulatory contingencies.

As the College continues to develop its programs and operational infrastructure, there remains a possibility of reduced revenue and/or the emergence of unforeseen and unavoidable expenses. Such circumstances may necessitate the allocation of additional financial resources to ensure continuity of operations.

Consistent with the experience of all professional regulatory bodies, expenditures related to regulatory functions—such as investigations, complaints, disciplinary proceedings, and matters involving unauthorized practice—are inherently unpredictable. These costs are influenced by both the volume and complexity of cases received. In particular, cases involving significant public interest concerns may require extensive resources, including legal representation, expert testimony, transcription services, and hearing-related expenses. The timing and nature of such cases are beyond the College’s control, yet they can substantially impact the budget.

2. Policy

To ensure financial preparedness and sustainability, the College will establish two distinct reserve funds:

- **Operating Reserve Fund**
- **Professional Regulation, Unauthorized Practice, and Litigation Reserve Fund**

These reserves are intended to provide financial flexibility and support the College’s ability to respond effectively to unexpected regulatory demands.

The oversight of the Reserves is the responsibility of the Audit & Risk Committee, who are to make recommendations to the Board of Directors on transfers to and from the Reserve Funds along with the annual budget.

3. Protocol

1. Operating Reserve Fund

The Operating Reserve Fund is designated to provide for extraordinary expenses that exceed or fall outside of the provisions of the College's operating budget and are not otherwise covered by the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund. The College's policy is to maintain the aggregate of the Operating Reserve Fund at no less than six (6) months of Operating budgeted expenses.

A. Use of funds from the Reserve:

The fund may be required to be used to fund the College's obligations in extreme circumstances as determined and approved by the Board of Directors of the College including in the event that the College ceases to exist as a statutory body corporate.

In any fiscal year in which costs exceed budget and the College runs an operating deficit in excess of funds transferred from the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund, funds may be transferred from this fund to cover the cost overrun.

B. Fund balance falls below minimum policy benchmark:

If the projected total balance of the Operating Reserve Fund is less than six (6) months of budgeted Operating Fund expenses, the Board of Directors will budget for an annual surplus(es) to restore the Fund balance to its minimum policy benchmark. The minimum policy benchmark should be restored within two (2) fiscal years and ideally within one year.

C. Fund balance exceeds target policy benchmark:

Should the policy target change and/or an event occurs causing the reserve balance to exceed the target policy benchmark the Board of Directors may utilize the excess funds to:

- Transfer the excess to the Professional Regulation Unauthorized Practice and Litigation Reserve Fund if that fund balance is below its stated policy benchmark.
- Use the funds to offset and reduce licensee fees for a certain period; and/or
- Hold the excess fund in Unrestricted Net Assets for future use.

2. **Professional Regulation, Unauthorized Practice and Litigation Reserve Fund**

The College's policy is to maintain the aggregate of the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund at a minimum amount which represents the estimated costs for two major discipline matters and includes such costs as legal fees, hearing and investigation costs, committee and panel remuneration, translation fees, etc. Currently this minimum amount is \$2,000,000.

A. Use of funds from the Reserve

The College budgets costs for discipline, litigation and unauthorized practice related cases each year. The Reserve is established to offset costs that exceed the annual budgeted costs. In any fiscal year in which these costs exceed budget and the College runs an operating deficit for that year, the Board of Directors may authorize that funds be transferred from the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund to cover the overrun cost.

B. Reserve balance falls below target policy minimum:

Should this transfer or another event cause the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund to fall below the minimum target, the Board of Directors will budget for an annual surplus(es) to restore the Fund balance to its target benchmark as soon as possible, this may also include a transfer from another reserve fund if available. The target benchmark should be restored within two (2) fiscal years.

C. Reserve balance exceeds target policy benchmark:

Should the target change and/or an event occurs causing the reserve balance to exceed the target policy benchmark the Board of Directors may utilize the excess funds to:

- Transfer the excess to the Operating Reserve Fund if that fund balance is below its stated policy benchmark.
- Use the funds to offset and reduce licensee fees for a certain period; and/or
- Hold the excess fund in Unrestricted Net Assets for future.

3. **Net Assets**

Any Net Asset funds above these two reserve amounts will be held as unrestricted net assets. The Audit & Risk Committee and Board of Directors will review periodically to determine if the reserve amounts should be adjusted and/or if additional strategic reserves should be established.

TO	Audit & Risk Committee and Board of Directors
FROM	Juda Strawczynski CEO & Registrar Sean Walker, CFO
DATE	November 24, 2025
SUBJECT	Reserve Fund Practices Across Canadian Regulatory Organizations

Background

The College’s operations are funded by licence and other fees paid by trademark agents and patent agents regulated by the College. As part of the College’s efforts to establish financial reserves and build for longer term sustainability, we have conducted detailed research with respect to reserve fund practices across Canadian regulatory organizations, to consider appropriate reserve fund targets now that the College is fully operational.

Overview

This report analyzes reserve fund practices across Canadian regulatory organizations, focusing on:

- Licensee count
- Annual revenue
- Regulatory and operational reserves
- Complaints and discipline activity

The **College of Patent Agents and Trademark Agents (CPATA)** serves as the benchmark for comparison.

CPATA Baseline

- **Licensees:** 2,300 - October 2025
 - **Annual Revenue:** \$4,000,000
 - **Regulatory Reserve:** \$2,000,000 (under review / subject to Board approval)
 - **Operational Reserve:** \$1,500,000 – 2025 Budget (\$1,600,000 2026 Budget)
 - **Complaints/Discipline:** 6–10 complaints per year and over 200 unauthorized practice matters in 2025. We have seen about 400 complaints related to a phishing scheme over the two past years.
-

Key Findings

1. Licensee Count

- Ranges from **under 800** to **over 100,000**.
- **Small organizations:** Typically under 5,000 licensees.
- **Large organizations:** Often exceed 30,000 licensees.
- CPATA is among the **smaller organizations**, but not the smallest.

2. Insights for Organizations Similar in Size to CPATA (1,000–5,000 Licensees)

- Number of Comparable Organizations: 18
- Average Regulatory Reserve: \$2.38 million
- Average Operational Reserve: \$2.68 million
- Average Complaint Volume: 84 complaints per year

3. Annual Revenue

- Smaller colleges: \$1.5M–\$4M
- Mid-sized regulators: \$5M–\$15M
- Large regulators: \$30M–\$112M
- Revenue generally correlates with licensee count, but some smaller organizations have relatively high revenue due to fee structures or service scope.

4. Regulatory Reserves

- Some organizations do not maintain a separate regulatory reserve, instead combining it with general or operational reserves.
- Regulatory reserves are often earmarked for:
 - Investigations and hearings
 - Legal contingencies
 - Sexual abuse therapy funds
 - Discipline-related costs
- Regulatory reserve amounts range from **\$0 to over \$10M**

5. Operational Reserves

- Regulatory best practice is to have a minimum of **6 months of operating expenses**.
- Some have **explicit policies** for minimum and maximum reserve thresholds.
- Operational reserves range from **\$500K to over \$20M**, depending on size, mandate, availability of additional assets and risk tolerance.

6. Complaints and Discipline Activity

- Complaint volumes vary widely:
 - Small colleges: fewer than 10 complaints
 - Large regulators: hundreds to thousands
- CPATA's complaint volume is comparable to some of the other smaller colleges but it handles a **high number of unauthorized practice matters**, which is **unique** among smaller regulators.

Staff have reviewed the reserves practices of over 50 professional regulators in Canada. A high level summary (with names of individual regulators removed) follows below.

7. Conclusion

CPATA intends to develop reserve positions for long term sustainability that are in line with Canadian regulatory best practices and that meet CPATA's specific needs. Its proposed new reserve targets would be **in line with** comparable organizations.

This financial and operational posture positions CPATA well to manage future regulatory challenges and maintain public confidence.

Type of Regulator	# of Licensees	Annual Revenue \$	Regulatory Reserve \$	Operational Reserve \$
CPATA – Professional Services	2,300	\$ 4,000,000	\$ 2,000,000	\$ 1,500,000
Health	800	\$ 2,136,000	Included in Operational Reserve	\$ 700,000
Health	800	\$ 1,700,000	\$ 360,000	\$ 940,000
Accounting	800	\$ 563,000	N/A	\$ 432,000
Accounting	1,600	\$ 1,537,000	\$ 256,000	\$ 1,291,000
Legal Services	1,700	\$ 3,882,000	\$ 14,180,000	\$ 433,000
Health	1,900	\$ 4,047,000	Included in Operational Reserve	\$ 1,315,000
Legal Services	2,200	\$ 8,400,000	N/A	\$ 7,250,000
Legal Services	2,400	\$ 18,300,000	\$ 7,400,000	\$ 10,500,000
Accounting	2,400	\$ 2,280,000	Included in Operational Reserve	\$ 2,886,000
Health	2,700	\$ 4,888,000	\$ 1,000,000	\$ 500,000
Health	3,000	\$ 2,246,000	\$ 170,000	\$ 1,250,000
Engineering	3,200	\$ 2,240,000	\$ 260,000	\$ 400,000
Health	3,400	\$ 3,400,000	\$ 500,000	\$ 2,700,000
Legal Services	3,500	\$ 6,600,000	Included in Operational Reserve	\$ 4,500,000
Health	3,500	\$ 11,454,000	Included in Operational Reserve	\$ 863,000
Health	4,000	\$ 8,382,000	Included in Operational Reserve	\$ 7,600,000
Health	4,048	\$ 3,030,000	\$ 250,000	\$ 500,000

Type of Regulator	# of Licensees	Annual Revenue \$	Regulatory Reserve \$	Operational Reserve \$
Health	4,100	\$ 8,975,000	\$ 2,000,000	\$ 6,175,000
Health	4,500	\$ 3,330,000	TBD	\$ 3,900,000
Health	4,900	\$ 4,829,000	\$ 300,000	\$ 500,000
Health	4,900	\$ 3,385,000	\$ 300,000	\$ 1,860,000
Health	5,000	\$ 6,861,000	Included in Operational Reserve	\$ 2,250,000
Health	5,100	\$ 6,125,000	Included in Operational Reserve	\$ 3,000,000
Accounting	5,300	\$ 3,864,000	\$ 700,000	\$ 800,000
Accounting	5,700	\$ 6,800,000	\$ 450,000	\$ 3,200,000
Engineering	5,700	\$ 2,837,000	N/A	\$ 1,985,000
Health	6,700	\$ 2,540,000	\$ 250,000	\$ 1,660,000
Accounting	8,000	\$ 10,500,000	Included in Operational Reserve	\$ 4,700,000
Health	8,500	\$ 11,900,000	\$ 500,000	\$ 6,241,000
Engineering	9,100	\$ 2,700,000	\$ 800,000	\$ 1,150,000
Engineering	10,400	\$ 5,033,000	\$ 25,000	\$ 1,200,000
Health	11,300	\$ 44,972,000	\$ 22,522,000	\$ 3,521,000
Health	12,200	\$ 14,472,000	Included in Operational Reserve	\$ 15,586,000
Professional Services	12,300	\$ 25,500,000	\$ 1,600,000	\$ 20,574,000
Health	16,000	\$ 14,750,000	\$ 1,500,000	\$ 10,227,500
Legal Services	16,300	\$ 39,100,000	Included in Operational Reserve	\$ 33,400,000

Type of Regulator	# of Licensees	Annual Revenue \$	Regulatory Reserve \$	Operational Reserve \$
Engineering	16,600	\$ 9,500,000	\$ 800,000	\$ 3,576,000
Legal Services	16,700	\$ 39,850,000	\$ 2,196,000	\$ 14,600,000
Health	32,000	\$ 12,200,000	TBD	\$ 6,500,000
Accounting	32,000	\$ 43,850,000	\$ 1,000,000	\$ 5,848,000
Health	35,000	\$ 30,500,000	\$ 1,100,000	\$ 9,900,000
Accounting	40,800	\$ 56,248,000	\$ 2,500,000	\$ 1,000,000
Engineering	45,300	\$ 27,635,000	\$ 1,000,000	\$ 19,200,000
Engineering	69,600	\$ 38,778,000	\$ 8,000,000	\$ 1,000,000
Legal Services	72,000	\$ 252,700,000	N/A	\$ 34,050,000
Accounting	105,200	\$ 112,263,000	Included in Operational Reserve	\$ 29,000,000

Memorandum

TO	Board of Directors
FROM	Audit & Risk Committee
DATE	December 10, 2025
SUBJECT	CPATA 2026 Budget

Introduction:

Over the last several months the Committee and Board of Directors have been engaged in consideration of budget assumptions for 2026 and draft budget schedules. The Audit & Risk Committee now presents budget 2026 for the Board's consideration and approval.

This memo provides budget assumptions for 2026 and the budget schedules follow. The Audit and Risk Committee met on November 24th and reviewed and are comfortable with the revised assumptions and schedules. Budget 2026 calls for Income/Revenue of \$3.9M, expenses of \$3.2M and a surplus of \$742K. Complete detailed Budget Schedules are included with this package, excerpts are presented below.

Motion:

Be it resolved the Board approves the 2026 Budget as presented

Revenue/Income Budget Items (Schedule A):

The October 2025 vs 2024 CPI increase has been posted and is 2.2%. We have updated the fee increases for 2026. The College's By-law (Part 7 Fees – Annual adjustment) states that there is to be an annual adjustment for CPI each year based on October rates.

Annual adjustment

89 Every fee set out in Schedule 1 is to be adjusted in each fiscal year on January 1 by the percentage change in the October All-items Consumer Price Index for Canada — as published by Statistics Canada under the [Statistics Act](#) — between the month of October in the preceding year and the month of October in the year before that year, and rounded to the next highest dollar.

	Budget 2025	Forecast 2025	Budget 2026	Ref	Change from Budget 2025	Change from Forecast 2025
INCOME/REVENUE:						
Class 1 Licensee fees	\$ 3,541,000	\$ 3,464,800	\$ 3,475,000		\$ (66,000) (1.9%)	\$ 10,200 0.3%
Class 2 License Fees	45,000	38,500	46,000		1,000 2.2%	7,500 19.5%
Class 3 License Fees	47,000	53,000	55,000		8,000 17.0%	2,000 3.8%
Class 4 Inactive Agent fees	25,000	28,000	29,000		4,000 16.0%	1,000 3.6%
License Fees	\$ 3,658,000	\$ 3,584,300	\$ 3,605,000	1	\$ (53,000) (1.6%)	\$ 20,700 0.6%
Exam Fees	187,000	194,900	224,000	2	37,000 19.8%	29,100 14.9%
Application and Certificate Fees	51,000	63,000	61,000	3	10,000 20.0%	(2,000) (3.9%)
Interest Income	80,000	89,000	100,000	4	20,000 25.0%	11,000 12.4%
Regulatory Discipline Income		5,000	-	5	- 0.0%	(5,000) (100.0%)
TOTAL INCOME/REVENUE	\$ 3,976,000	\$ 3,936,200	\$ 3,990,000		\$ 14,000 0.4%	\$ 53,800 1.3%

Licenses Fees: (1): For 2026, we have included a 2.2% fee increase and have conservatively estimated that the current number of licensees as of October 2025 will remain consistent to calculate the proposed fee income for next year, with the one exception being Class 1 Trademark Agents (including dual licensees) which have been trending down over the past few years. We are forecasting a 4% reduction, (\$62,000 – 1.9%) compared to Budget 2025. The Budget for 2026 is in line with the forecast for 2025, whereas the Trademark 4% reduction is offset by the fee increase (\$9,000 – 0.3%).

Exam Fees (2)

2026 will include a CPI increase in exam fees (2.2%). The Knowledge exams will be held twice in the Winter and Spring for both the Patent and Trademark programs with the Skills Exams happening in the Fall. We have reviewed the current number of agents eligible and expected to write both the Knowledge and Skills exams in 2026 and applied the exam fee rates for each exam to develop the exam fee budget for 2026. We expect that the exam revenue will be higher than forecast and budget for 2025 and are budgeting for a \$37,000 (19.8%) increase over the budget from 2025 and \$29,100 (14.9%) increase from 2025 Forecast.

Application Fees and Other (3)

Application fees have continued to outperform budget in recent years. They have been increased by CPI (2.2%) for 2026 as well. As a result, we have increased the application budget by 20%, which is a large increase but slightly less than projected for 2025 (\$2,000 – 3.9%),

Interest Income (4)

This year saw the College invest in a variable rate redeemable GIC providing an average of 3% interest. We expect the interest rates to decrease in 2026, but we should have additional principal to invest. The budget calls for funds to be invested again once we receive licensee fee payments in early 2026, and we are assuming 2.0% to 2.5% interest on an average of \$4M = \$100,000.

Regulatory Discipline Income (5)

The College occasionally will receive cost awards from discipline hearing matters. We do not budget for these as it is very difficult to estimate and are not always collectible. This is a decrease from the 2025 Forecast as we did receive a Discipline payment in 2025 (\$5,000).

Expense Budget Item Assumptions (Schedule A):

	Budget 2025	Forecast 2025	Budget 2026	Ref	Change from Budget 2025		Change from Budget 2025	
EXPENSES:								
Amortization	4,000	4,750	4,000	I	-	0.0%	(750)	(15.8%)
Audit Fees	24,000	24,000	25,000	I	1,000	4.2%	1,000	4.2%
Board of Directors Meeting & Remuneration	192,000	210,700	234,000	A	42,000	21.9%	23,300	11.1%
Regulatory Committees - Remuneration	43,000	46,500	50,000	B	7,000	16.3%	3,500	7.5%
Discipline & Hearing meeting and remuneration	94,000	50,200	63,000	C	(31,000)	(33.0%)	12,800	25.5%
Communications and stakeholder relations	73,000	66,200	66,000	D	(7,000)	(9.6%)	(200)	(0.3%)
Human resources and recruitment	25,000	7,500	21,000	I	(4,000)	(16.0%)	13,500	180.0%
Information Technology and Website	24,000	23,800	26,000	I	2,000	8.3%	2,200	9.2%
Insurance expenses	57,000	54,500	57,000	I	-	0.0%	2,500	4.6%
Credit card fees and bank charges	82,000	78,100	79,000	I	(3,000)	(3.7%)	900	1.2%
Legal fees	254,000	157,000	244,000	E,F	(10,000)	(3.9%)	87,000	55.4%
Licensee system software	101,000	95,700	105,000	I	4,000	4.0%	9,300	9.7%
Office & Administration	39,000	30,917	36,000	I	(3,000)	(7.7%)	5,083	16.4%
Exam Board/SME support fees	115,000	94,000	178,000	G	63,000	54.8%	84,000	89.4%
Consulting - Registration/Competency	205,000	174,000	261,000	H,J,K	56,000	27.3%	87,000	50.0%
Registration Program/Exam costs	125,000	146,500	167,000	L	42,000	33.6%	20,500	14.0%
Salaries, benefits & contracted staff	1,203,000	1,230,333	1,387,000	M,N	184,000	15.3%	156,667	11.3%
Staff Travel, Training and Dues	83,000	44,500	86,000	P	3,000	3.6%	41,500	93.3%
Translation fees (non-exam related)	55,000	59,000	60,000	I	5,000	9.1%	1,000	1.7%
Contingency (Expenses)	100,000	-	100,000	Q	-	0.0%	100,000	0.0%
TOTAL EXPENSES	\$ 2,898,000	\$ 2,598,200	\$ 3,249,000		\$ 351,000	12.1%	\$ 650,800	25.0%

Board of Directors Meeting, Travel, Training and Remuneration (A)

In 2026, the Board is scheduled to convene in person in Ottawa on three occasions. These include the Annual General Meeting and Board Meeting in June, as well as two Strategic Planning and Training sessions in the Spring and Fall. Additionally, we have budgeted for the possibility that Board members may travel and attend the annual IPIC conference (in Ottawa). The projected increase in costs for 2026 is primarily attributed to expanded travel, enhanced board training initiatives, and higher expenses associated with meeting logistics—including audio/visual services, catering, and venue rentals. This results in an increase of \$42,000 (21.9%) over Budget 2025 and \$21,250 (10%) over the 2025 Forecast.

Regulatory Committee Remuneration (B)

We continue to fine tune the committee meeting schedule based on regulatory requirements and decision making throughout the year. If a meeting(s) is not required, it will be cancelled, and remuneration not paid. The Budget calls for moderate increases over the 2025 Budget (\$7,000 – 16.3%) and Forecast (\$3,850 – 8.3%).

Legal and Hearing Fees and Costs (C,E,F)

(C) A projected reduction in the number of Hearings will result in decreased Investigation Committee and Hearing and support costs and remuneration compared to the 2025 Budget (\$31,000 – 33%) and increase from the 2025 Forecast \$12,800 (25.5%).

(E) Legal Fees - Based on the trend to date, our initial assumption is to reduce the budget estimate for complex investigations and discipline hearings from three to two per year. Should costs exceed expectations due to particularly complex matters, the Professional Regulatory Reserve may be used to cover any additional expenses. (Decrease of \$38,000) compared to Budget 2025 but we still expect costs to be higher than the 2025 Forecast.

(F) We anticipate requiring support in 2026 for proposed By-Law amendments. This includes budgeted costs for external legal counsel to assist with the drafting and refinement of the amendments in partnership with the Department of Justice Canada. We are also seeing an increased requirement for legal counsel support for discipline related policy development. Increase of \$28,000 over the Budget in 2025.

Communication and Stakeholder Relations (D)

The costs for communication items are expected to remain similar to this year. This includes Website support and graphic design, annual report preparation and development of conduct and support videos. We have seen an increase in the rates for translation and interpretation costs.

Registration (Exam and Competency) Program (G,H,J,K,L)

(G) The establishment of the new Exam program including the introduction of the Knowledge exams is fully in place. We are now fine-tuning remuneration for working groups made up of IP Subject Matter Expert licensees (SME's) which will need to be increased to attract individuals to the program as we continue to development items for future exams and mark current exams. This is an increase of \$63,000 (54.8%) compared to the 2025 Budget and \$83,950 (89.3%) over the Forecast from 2025. Cost savings were realized in 2025 as several planned projects were not required. There may be projects again in 2026 that are not needed.

(H) We have continued to budget for consultant support for continued development of the Exam and Competency programs looking forward to 2026 and beyond with rates increasing by 20% for \$25,000 compared to the 2025 Budget and \$45K compared to the 2025 Forecast.

(J) To continue the work on Pathways into the profession, we are looking at developing Supervised Practice Tools to support supervisors and trainees. These costs are expected to include consulting resources and tools, SME remuneration and translation of the resources. Increase of \$10,000 from Budget 2025.

(K) Initial efforts on the strategic plan include allocating resources toward the research and development of Continuing Professional Development (CPD) initiatives for the profession, including materials, simultaneous translation, and other supporting resources. Increase of \$25,000 from Budget 2025.

(L) We have seen an increase in the rates and volume of exam and competency related translation costs include live interpretation for exam orientations and the development of additional exam questions and related support items. This also includes support for the CPD and Supervised practice resources. Increase \$49,000 (136.1%) over the 2025 Budget and a \$12,500 (17.2%) increase over the 2025 forecast.

We are expecting savings for exam software costs compared to the Budget for 2025 (\$7,000 – 7.9%) but an increase from forecast as volumes continue to increase \$8,000 (10.8%).

Salaries and Benefits (M,N)

(M) With this version of the budget, we have factored in modest Inflationary and merit increases of a combined 5%. The salary increase data for comparable organizations for 2026 will be available to the CEO and CFO from CPATA's HR Consultants in the near future and will be used to inform salary and support changes for 2026. (increase of \$53,000)

(O) Health benefits have increased since the introductory offer. We have considered alternative options, but the increases were expected given additional costs over time and alternative options are unlikely to bring significant cost savings. We continue to explore options and may see an increase as high as increase of \$56,000 (160%) compared to Budget and \$33,000 (56.9%) over the 2025 Forecast. The increase also factors in the additional staff position.

(N) We are planning to recruit an additional administrative support position to enhance program and operational support. The position description is currently under development, alongside a realignment of administrative roles to ensure appropriate separation of duties, particularly in relation to disciplinary matters. This role will also provide added support to the Registration and Examination programs. (increase of approximately \$65,000 salary, plus additional benefit costs).

Staff Travel and Training (P)

We continue to be committed to developing and supporting our staff. Even though we are expected to finish 2025 significantly under budget in this area we are expecting staff to receive training (conferences and coursework) and travel for training and Board meetings in 2026. We have also seen a small increase in professional fees related to training. Increase of \$3,000 (3.6%) over Budget 2025 and \$41,500 (93.3%) over the Forecast for 2025 as we reduced costs in these areas this year.

Inflationary Increases for 2026 (I)

Our initial budget assumptions are that there are several areas that we expect to see a 3-5% inflationary increase. These areas include insurance, software and information support fees, credit card and bank fees, external audit professional fees and translation fees.

Contingency (Q)

The Expense Contingency has been maintained at \$100,000, consistent with prior years. Its alignment with the budgeted Reserve development is reviewed and discussed with the Committee and Board of Directors annually.

STATEMENT OF FINANCIAL POSITION ITEMS (Schedule B)

Budgeted Statement of Financial Position 2026 (Balance Sheet)			
	<u>Forecast 2025</u>	<u>Budget 2026</u>	
Current Assets			
Cash	300,000	500,000	aa
Investments (GIC)	3,000,000	3,550,000	bb
HST/GST Rebate Receivable	20,000	22,000	hh
Prepaid expenses and contracts	17,000	19,000	hh
Total Current Assets	3,337,000	4,091,000	
Fixed Assets			
Fixed Assets	13,500	16,500	
Accumulated Depreciation	(5,500)	(7,500)	
Total Fixed Assets	8,000	9,000	jj
Total Assets	\$ 3,345,000	\$ 4,100,000	
Current Liabilities			
Accounts Payable	177,000	191,000	hh
Accrued Payables	105,000	105,000	hh
Total Current Liabilities	282,000	296,000	
Opening Net Assets (Operating Reserves)	1,725,000	3,063,000	cc
Surplus (Deficit) of Revenues over Expenses	1,338,000	741,000	dd
Total Net Assets	3,063,000	3,804,000	ee
Total Liabilities and Net Assets	\$ 3,345,000	\$ 4,100,000	

Cash (aa) and Investments (GIC) (bb)

We have forecasted an increase in the cash and investment balances at the end of 2026 based on the increased fee revenue and projected budget surplus.

Smaller Assets and Liabilities (hh)

These are smaller assets and liabilities, mostly related to the timing of insurance policies, GST/HST returns, vendor payables and accruals. These figures do not change significantly annually.

Net Assets/ Reserve Balances (ee)

The forecasted reserve balance (cc) of \$3.063M at the end of 2025 along with a Budgeted surplus of \$741K (dd) for 2026 results in a projected total net asset balance of \$3.804M, inclusive of reserve funds and unrestricted net assets (ee).

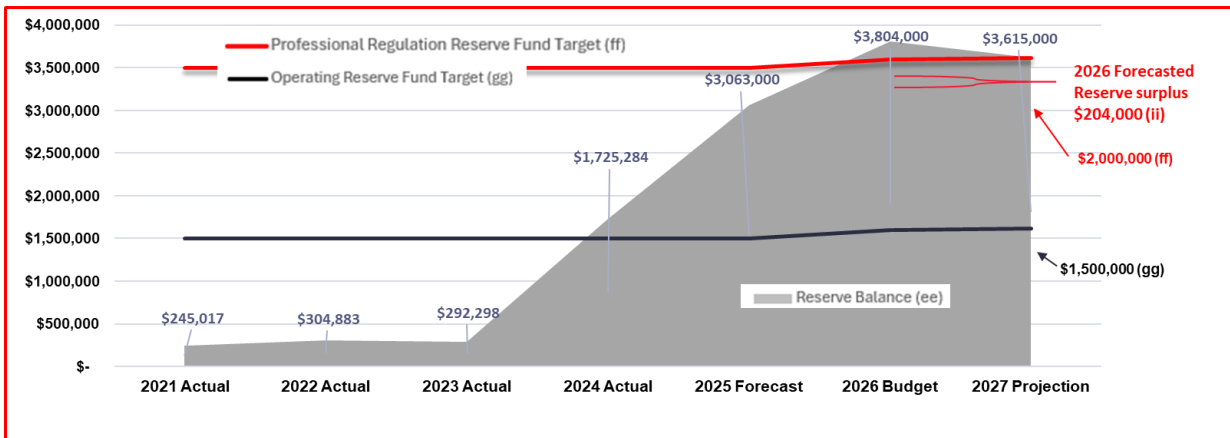
Net Assets / Financial Reserves (Schedule C)

CPATA Financial Reserve Targets Comparison:	Forecast 2025	Budget 2026	
Forecast and Budgeted Reserves (Net Assets) end of 2026	\$ 3,063,000	\$ 3,804,000	ee
*Professional Regulation, Unauthorized Practice and Litigation Reserve Fund	750,000	2,000,000	ff
Operating Reserve Fund (6 months expenses)	1,500,000	1,600,000	gg
Unrestricted Net Assets	<u>813,000</u>	<u>204,000</u>	ii
	\$ 3,063,000	\$ 3,804,000	

Financial Reserve Targets (ff, gg)

The forecasted Net Assets \$3,804,000 (ee) are larger than the total of the Professional Regulation, Unauthorized Practice and Litigation Reserve Fund (ff) minimum of \$2,000,000 (*under review / pending Board approval) and Operating Reserve Fund (gg) of \$1,600,000 (six (6) months of Budgeted 2026 expenses) increased from \$1,500,000 in 2025.

The forecasted outcome will be recording the funds (\$204,000) (ii) as unrestricted funds with the intention to use these funds to provide for licence fee reduction(s) for 2027 and/or 2028.



Capital Assets Budget (Schedule D)

(jj) The College's only fixed assets are the laptop computers employees use in their home offices. We have a schedule of three (3) years before a laptop is replaced. This helps us keep our technology current and reduces the risk of employee downtime. The plan for 2026 is to purchase laptops, one as a replacement for the CEO & Registrar and one for the new Administrator position.

2026 Budget Information and Schedules

College of Patent Agents and Trademark Agents



COLLEGE OF PATENT
AGENTS & TRADEMARK AGENTS

COLLÈGE DES AGENTS DE BREVETS ET
DES AGENTS DE MARQUES DE COMMERCE

Prepared by

Sean Walker, CFO

Prepared on

November 24, 2025

College of Patent Agents and Trademark Agents - Draft Operations Budget 2026 - **Schedule A**

	Actual 2024	Budget 2025	Forecast 2025	Budget 2026	Ref	Change from Budget 2025		Change from Forecast 2025		
INCOME/REVENUE:										
License Fees	\$ 3,583,148	\$ 3,658,000	\$ 3,584,300	\$ 3,605,000	1	\$ (53,000)	(1.6%)	\$ 20,700	0.6%	
Exam Fees	178,557	187,000	194,900	224,000	2	37,000	19.8%	29,100	14.9%	
Application and Certificate Fees	74,399	51,000	63,000	61,000	3	10,000	20.0%	(2,000)	(3.9%)	
Interest Income	63,000	80,000	89,000	100,000	4	20,000	25.0%	11,000	12.4%	
Regulatory Discipline Income	5,000	-	5,000	-	5	-	0.0%	(5,000)	(100.0%)	
TOTAL INCOME/REVENUE	\$ 3,904,104	\$ 3,976,000	\$ 3,936,200	\$ 3,990,000		\$ 14,000	0.4%	\$ 53,800	1.3%	
EXPENSES:										
Amortization	3,727	4,000	4,750	4,000	I	-	0.0%	(750)	(15.8%)	
Audit Fees	23,990	24,000	24,000	25,000	I	1,000	4.2%	1,000	4.2%	
Board of Directors Meeting & Remuneration	140,889	192,000	210,700	234,000	A	42,000	21.9%	23,300	11.1%	
Regulatory Committees - Remuneration	29,025	43,000	46,500	50,000	B	7,000	16.3%	3,500	7.5%	
Discipline & Hearing meeting and remuneration	59,500	94,000	50,200	63,000	C	(31,000)	(33.0%)	12,800	25.5%	
Communications and stakeholder relations	20,439	73,000	66,200	66,000	D	(7,000)	(9.6%)	(200)	(0.3%)	
Human resources and recruitment	8,910	25,000	7,500	21,000	I	(4,000)	(16.0%)	13,500	180.0%	
Information Technology and Website	31,679	24,000	23,800	26,000	I	2,000	8.3%	2,200	9.2%	
Insurance expenses	52,263	57,000	54,500	57,000	I	-	0.0%	2,500	4.6%	
Credit card fees and bank charges	77,694	82,000	78,100	79,000	I	(3,000)	(3.7%)	900	1.2%	
Legal fees	195,534	254,000	157,000	244,000	E,F	(10,000)	(3.9%)	87,000	55.4%	
Licensee system software	83,346	101,000	95,700	105,000	I	4,000	4.0%	9,300	9.7%	
Office & Administration	33,304	39,000	30,917	36,000	I	(3,000)	(7.7%)	5,083	16.4%	
Exam Board/SME support fees	128,390	115,000	94,000	178,000	G	63,000	54.8%	84,000	89.4%	
Consulting - Registration/Competency	241,700	205,000	174,000	261,000	H,J,K	56,000	27.3%	87,000	50.0%	
Registration Program/Exam costs	115,735	125,000	146,500	167,000	L	42,000	33.6%	20,500	14.0%	
Salaries, benefits & contracted staff	1,128,406	1,203,000	1,230,333	1,387,000	M,N	184,000	15.3%	156,667	11.3%	
Staff Travel, Training and Dues	45,867	83,000	44,500	86,000	P	3,000	3.6%	41,500	93.3%	
Translation fees (non-exam related)	50,719	55,000	59,000	60,000	I	5,000	9.1%	1,000	1.7%	
Contingency (Expenses)	-	100,000	-	100,000	Q	-	0.0%	100,000	0.0%	
TOTAL EXPENSES	\$ 2,471,118	\$ 2,898,000	\$ 2,598,200	\$ 3,249,000		\$ 351,000	12.1%	\$ 650,800	25.0%	
NET SURPLUS (DEFICIT)	\$ 1,432,986	\$ 1,078,000	\$ 1,338,000	\$ 741,000	dd	\$ (337,000)	(31.3%)	\$ (597,000)	(44.6%)	
ADD: OPENING NET ASSETS/RESERVE BALANCE	\$ 292,014	\$ 1,725,000	\$ 1,725,000	\$ 3,063,000	cc					
ENDING NET ASSETS/RESERVE BALANCE	1,725,000	\$ 2,803,000	3,063,000	3,804,000	ee					

	Actual 2024	Budget 2025	Forecast 2025	Budget 2026	Ref	Change from Budget 2025		Change from Forecast 2025	
Licensee system software	83,346	101,000	95,700	105,000	I	4,000	4.0%	9,300	9.7%
Payroll Provider Fees	894	1,000	1,400	1,000		-	0.0%	(400)	(28.6%)
Office - Furniture	-	1,200	1,667	2,000		800	66.7%	333	20.0%
Office - General expenses	5,036	3,800	6,300	4,000		200	5.3%	(2,300)	(36.5%)
Telephone-Cell phone	801	1,000	700	1,000		-	0.0%	300	42.9%
Software Costs	26,573	32,000	20,850	28,000		(4,000)	(12.5%)	7,150	34.3%
Office & Administration	33,304	39,000	30,917	36,000	I	(3,000)	(7.7%)	5,083	16.4%
Exam Board/SME support fees	128,390	115,000	94,000	178,000	G	63,000	54.8%	84,000	89.4%
Consulting - Registration/Competency	241,700	205,000	174,000	261,000	H,J,K	56,000	27.3%	87,000	50.0%
Exam Software	74,992	89,000	74,000	82,000	L	(7,000)	(7.9%)	8,000	10.8%
Exam translation fees	40,743	36,000	72,500	85,000	L	49,000	136.1%	12,500	17.2%
Registration Program/Exam costs	115,735	125,000	146,500	167,000	L	42,000	33.6%	20,500	14.0%
Employee Health Benefits	31,118	34,974	57,000	92,000	O	57,026	163.1%	35,000	61.4%
Employee RRSP benefits	46,747	53,912	54,120	59,000	M	5,088	9.4%	4,880	9.0%
Employee Statutory remittances	49,159	52,655	53,900	63,000	M	10,345	19.6%	9,100	16.9%
Employee Wages and Contracted Staff	1,001,382	1,061,459	1,065,313	1,173,000	M,N	111,541	10.5%	107,687	9.2%
Salaries, benefits & contracted staff	1,128,406	1,203,000	1,230,333	1,387,000	M,N	184,000	15.3%	156,667	11.3%
Dues and memberships	4,452	6,000	7,000	6,000		-	0.0%	(1,000)	(14.3%)
Staff Travel	25,998	47,000	24,000	49,000		2,000	4.3%	25,000	104.2%
Staff Training	11,849	25,000	9,500	26,000		1,000	4.0%	16,500	173.7%
Staff Meals & Entertainment	3,568	5,000	4,000	5,000		-	0.0%	1,000	25.0%
Staff Travel, Training and Dues	45,867	83,000	44,500	86,000	P	3,000	3.6%	41,500	93.3%
Translation fees (non-exam related)	50,719	55,000	59,000	60,000	I	5,000	9.1%	1,000	1.7%
Contingency (Expenses)	-	100,000	-	100,000	Q	-	0.0%	100,000	0.0%
TOTAL EXPENSES	\$ 2,471,118	\$ 2,898,000	\$ 2,598,200	\$ 3,249,000		\$ 351,000	12.1%	\$ 650,800	25.0%
NET SURPLUS (DEFICIT)	\$ 1,432,986	\$ 1,078,000	\$ 1,338,000	\$ 741,000	dd	\$ (337,000)	(31.3%)	\$ (597,000)	(44.6%)
ADD: OPENING NET ASSETS/RESERVE BALANCE	\$ 292,014	\$ 1,725,000	\$ 1,725,000	\$ 3,063,000	cc				
ENDING NET ASSETS/RESERVE BALANCE	1,725,000	\$ 2,803,000	3,063,000	3,804,000	ee				

College of Patent Agents and Trademark Agents

Schedule B

Draft Budget Statement of Financial Position 2026 (Balance Sheet)

	<u>Forecast 2025</u>	<u>Budget 2026</u>	
Current Assets			
Cash	300,000	500,000	aa
Investments (GIC)	3,000,000	3,550,000	bb
HST/GST Rebate Receivable	20,000	22,000	hh
Prepaid expenses and contracts	17,000	19,000	
Total Current Assets	3,337,000	4,091,000	
Fixed Assets			
Fixed Assets	13,500	16,500	
Accumulated Depreciation	(5,500)	(7,500)	
Total Fixed Assets	8,000	9,000	jj
Total Assets	\$ 3,345,000	\$ 4,100,000	
Current Liabilities			
Accounts Payable	177,000	191,000	hh
Accrued Payables	105,000	105,000	hh
Current Liabilities	282,000	296,000	
Opening Net Assets (Reserves)	1,725,000	3,063,000	cc
Surplus (Deficit) of Revenues over Expenses	1,338,000	741,000	dd
Total Net Assets	3,063,000	3,804,000	ee
Total Liabilities and Net Assets	\$ 3,345,000	\$ 4,100,000	

CPATA Financial Reserve Targets Comparison:

Schedule C

	<u>Forecast 2025</u>	<u>Budget 2026</u>	
<u>Forecast and Budgeted Reserves (Net Assets) end of 2025</u>	\$ 3,063,000	\$ 3,804,000	ee
*Professional Regulation Reserve Fund	750,000	2,000,000	ff
Operating Reserve Fund (6 months expenses)	1,450,000	1,600,000	gg
	\$ 2,200,000	\$ 3,600,000	
Overall Reserves (Net Assets) projected surplus at December 31, 2026	\$ 863,000	\$ 204,000	ii

* Professional Reserve threshold is under review



COLLEGE OF PATENT AGENTS AND TRADEMARK AGENTS
Capital Asset Budget items 2026

Schedule D

<u>Requirements for 2026</u>	<u>Timing</u>	<u>Provider expected</u>	<u>\$ Amount</u>
Laptop for CEO & Registrar	Q2-3	Lenovo	3,000
Disposal of CEO & Registrar old laptop	Q2-3	-	(2,500)
Laptop for new employee (Admin Coordinator)	Q1	Lenovo	2,500
		Net Additions 2026	<u>\$ 3,000</u>
		Opening Capital Asset Balance from 2025	<u>\$ 13,500</u>
		Ending Capital Asset Balance - 2026	<u><u>\$ 16,500</u></u>
		Accumulated Amortization - Forecast end of December 2025	<u>\$ 5,500</u>
		Budgeted Amortization 2026	4,000
		Disposal of Laptop	(2,000)
		Accumulated Amortization - Budget end of December 2026	<u><u>\$ 7,500</u></u>
		Total Fixed Assets (Net Book Value 2026)	<u><u>\$ 9,000</u></u>



BYLAWS OF THE COLLEGE OF PATENT AGENTS AND TRADEMARK AGENTS
2026 SCHEDULE 1 - REVISED FOR CPI % INCREASE (2.2%)

DRAFT

Item	Description	2025 Fee \$	*2026 Fee \$
1	Application for a class 1 licence	255	261
2	Application for a class 2 licence	153	157
3	Application for a class 3 licence	255	261
4	Application for a class 4 licence	153	157
5	Change from a class 2 licence to a class 1 licence	153	157
6	Change from a class 4 licence to a class 1 licence or class 2 licence, less than three years	153	157
7	Change from a class 4 licence to a class 1 licence or a class 2 licence, three years or more	255	261
8	Register to write the qualifying examinations or any part of the examinations	357	365
9	Request to re-mark failed qualifying examinations, per part of the examinations	510	522
10	Issuance or renewal of a class 1 licence	1,836	1,877
11	Renewal of a class 1 licence for a licensee who is both a patent agent and a trademark agent	2,754	2,815
12	Issuance or renewal of a class 2 licence	1,530	1,564
13	Renewal of a class 2 licence for a licensee who is both a patent agent and a trademark agent	2,295	2,346
14	Issuance and first and second renewals of a class 3 licence	153	157
15	Renewal of a class 3 licence, third and subsequent renewals	204	209
16	Issuance or renewal of a class 4 licence	102	105
17	Reinstatement of a suspended licence	255	261
18	Application to surrender a class 1 licence or a class 2 licence	255	261
19	Application to surrender a class 3 licence or a class 4 licence	102	105
20	Issuance of a Registrar's certificate	102	105
21	Foreign practitioner — initial inclusion in the Register	255	261
22	Foreign practitioner — maintain name in the Register for one year	184	189

* The 2026 Fees have been increased by 2.2% in accordance with By-law section 89 which states: "Every fee set out in Schedule 1 is to be adjusted in each fiscal year on January 1 by the percentage change in the October All-items Consumer Price Index for Canada— as published by Statistics Canada under the Statistics Act - between the month of October in the preceding year and the month of October in the year before that year, and rounded to the next highest dollar."