

Public Board of Directors Meeting

Held via Zoom

December 10, 2025

12 p.m. ET

Minutes

BOARD MEMBERS:

Ruth McHugh, Chair

Iris Almeida-Côté

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

Vicci Sakkas, Administrative Coordinator

ABSENT:

Amber Batool

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

The meeting was called to order at 12:00 p.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.

On a motion duly moved and seconded, it was resolved that the agenda for the December 10, 2025 meeting of CPATA's Board of Directors be adopted.

2. Consent Agenda

On a motion duly moved and seconded, it was resolved that the consent agenda be adopted.

The Chair invited the CEO to provide further information about the consent agenda materials. The CEO presented minor proposed amendments to the minutes and skills matrices within the consent agenda materials.

On a motion moved and seconded, it was resolved that the minutes in the consent agenda are approved subject to the additional note under the Committee Reports section that Marcel Mongeon gave an oral report of the Discipline Committee, and that the skills matrices in the consent agenda are approved subject to further housekeeping amendments regarding committee technology skills as presented.

3. **Governance Updates**

3.1 Governance Committee Terms of Reference

Tom Conway presented the Governance Committee recommendation that the Board approve updated Governance Committee Terms of Reference.

On a motion duly moved and seconded, it was resolved that that the Board approve the revised Governance Committee Terms of Reference as presented.

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

Tom Conway presented the Governance Committee recommendation that the Board create a CEO & Registrar's Annual Performance and Compensation Review Working Group.

On a motion duly moved and seconded, it was resolved that the Board approve the creation of a CEO & Registrar's Annual Performance and Compensation Review Working Group and approve its attached Terms of Reference.

Ruth McHugh, Tom Conway and Scott Jolliffe recused themselves from the meeting.

On a motion duly moved and seconded, it was resolved that the Ruth McHugh, Tom Conway, Bob Plamondon and Scott Jolliffe be appointed to the CEO & Registrar's Annual Performance and Compensation Review Working Group.

Ruth McHugh, Tom Conway and Scott Jolliffe returned to the meeting.

3.3 Registration Committee Appointment

The CEO presented the Registration Committee recommendation to make an appointment to the Registration Committee.

On a motion duly moved and seconded, it was resolved that Craig MacMillan be

appointed to the Registration Committee.

4. **2023–2025 Strategic Framework in Review**

The CEO provided an overview of the 2023–2025 Strategic Framework accomplishments.

5. **2026–2028 Strategic Framework**

The CEO provided an overview of the proposed 2026–2028 Strategic Framework. The Chair opened the floor for comments.

On a motion duly moved and seconded, it was resolved that the Board approves the 2026–2028 CPATA Strategic Framework as presented.

6. **Fiscal Responsibility**

6.1 Financial Reserves Policy

The CEO provided an overview of the work of the Audit & Risk Committee to consider CPATA’s reserve needs and the Committee’s recommended amendments to CPATA’s Financial Reserves Policy.

On a motion duly moved and seconded, it was resolved that the Board approves the revised Financial Reserves Policy as presented.

6.2 Budget 2026

The CFO presented the 2026 Budget as recommended by the Audit & Risk Committee.

On a motion duly moved and seconded, it was resolved that the Board approves the 2026 Budget as presented.

7. **Adjournment**

With agreement from all directors the Chair adjourned the meeting at 1:45 p.m. ET.



Ruth McHugh

Chair of the Board of Directors

Minutes approved on March 24, 2026