

Board of Directors Public Meeting Agenda

September 24, 2026 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. Approval of Minutes (R. McHugh, Chair) – 12:10 p.m.			
2.1	MOTION: Be it resolved that the Minutes of the June 4, 2026 Board meeting are approved. Materials: Minutes – 2026-06-04 Board Meeting	3	For Decision
3. Committee and other reports (Various Presenters) – 12:15 p.m.			
	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		

Committee Reports:			
1.	Investigations Committee (V. Rees, General Counsel, Professional Regulation)	6	For Information
2.	Discipline Committee (<i>No report – did not meet</i>)	–	
3.	Registration Committee (Jen Slabodkin, Director of Registration and Education)	8	
4.	Governance Committee (Tom Conway, Committee Chair, oral update)	–	
5.	Audit and Risk Committee (Sean Walker, CFO)	13	
	5a: June 30, 2026 Financial Statements	15	
	5b: Legislative Compliance Memo	23	
6.	CEO Report (J. Strawczynski, Registrar & CEO) 2026–2028 Activity Plan – updated September 2026	26	
4. Discipline Committee Appointments (Tom Conway) – 12:30 p.m.			
4.1	[A motion for the appointments to the Discipline committee will be presented at the meeting]	–	For Decision
5. Other Business			
6.	Adjournment of Public Meeting		For Decision
In Camera – 12:35 p.m.			

For Information

1. Communications
 - [June Newsletter](#)
 - [July Newsletter](#)
 - [August Newsletter](#)
2. [Consumer Report](#)
3. [CIPO Business Plan](#)

Future meetings – 2026

December 15/26 – Board Public meeting (Virtual)

Public Board of Directors Meeting
Held via Zoom
June 4, 2026
9 a.m. ET
Minutes

BOARD MEMBERS:

Ruth McHugh, Chair
Amber Batool
Iris Almeida-Côté
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
Dana Dragomir, Director of Communications
Andrés Diaz, Director of Operations
Anne-Thiphaine Camus, Administrator – Registration & Education
Emily Liang, Registration and Examinations Coordinator
Vicci Sakkas, Administrative Coordinator

ABSENT:

Karima Bawa

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

The meeting was called to order at 9:02a.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 June 4, 2026 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 was adopted, and the Minutes of the March 24, 2026 meeting approved.

3. **Committee and Other Reports**

Victoria Rees gave a brief oral summary of the Investigations Committee and Discipline Committee reports. Mark Pioro gave a brief oral summary of the Registration Committee Report. Tom Conway gave a brief oral summary of the Governance Committee Report.

4. **Committee Appointments**

On a motion duly moved and seconded, it was resolved that the following individuals are reappointed to their respective committees for a two year term.

- i. Bob Plamondon (Chair), Maureen Rogers and Iris Almeida-Côté to the Audit & Risk Committee;**
- ii. Thomas G. Conway (Chair), Karima Bawa, Peter Cowan and Amber Batool to the Governance Committee;**
- iii. Kristin Dangerfield (Chair), Jean-Sébastien Brière, Pierre Cantin, Barb Murchie, Kiril (Liam) Grigoriev, Len Polsky, Karol Pawlina and Theresa (Terry) Jaenen to the Investigations Committee;**
- iv. Marcel Mongeon (Chair), Charles Boulakia, Benoit Yelle, Jean Whittow, Susan Boulter, Sam Lanctin and Raj Anand* to the Discipline Committee. *Mr. Anand is reappointed until new appointments are made to the Discipline Committee, and shall continue to serve until no later than December 31, 2026.**
- v. Mark Pioro (Chair), Natalie de Paulsen, Hilary Rose, Heidi Jensen, Alessandro Colonnier and Craig Macmillan to the Registration Committee.**

On a motion duly moved and seconded, it was resolved that Jonathan Auerbach be appointed to the Registration Committee for a two year term.

5. **Fiscal Responsibility**

Licence Fees for 2027-2028

On a motion duly moved and seconded, it was resolved that the Board approves fees in accordance with the Schedule 1 attached at Appendix A to come into effect January 1, 2027, conditional on CPATA's By-Laws, which are drafted in conjunction with the Department of Justice, being amended in time for such changes to come into effect.

Appointment of Auditors

On a motion duly moved and seconded, it was resolved that Board reappoints Doane Grant Thornton LLP as External Auditor for CPATA's 2026 year-end audit.

6. **Other Business**

No other business was raised.

7. **Adjournment**

With agreement from all directors the Chair adjourned the meeting at 9:57 a.m. ET.



Ruth McHugh

Chair of the Board of Directors

Minutes approved on September XX, 2026

Report of the Investigations Committee

TO	CPATA Board of Directors
FROM	Kristin Dangerfield
DATE	August 18, 2026
REPORTING PERIOD	June to September 2026

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.

Current members for 2026 – 2028 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

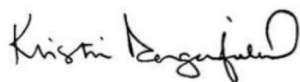
Committee Activity

Between June and August 2026, the Investigations Committee cancelled its scheduled meeting on July 16, 2026, and then made two decisions via email on July 22nd and July 27th, as they are permitted to do under s. 63 of the CPATA Act. The Committee made the following decisions:

- i. Initiated a new complaint against a C3 trademark agent based on information that was brought to its attention by the General Counsel, Professional Regulation and resolved to commence an investigation; and
- ii. Received information regarding a new complaint against a C1 patent agent and resolved to commence an investigation.

The Committee's next scheduled meeting is September 24, 2026.

Respectfully submitted by

A handwritten signature in black ink, appearing to read 'Kristin Dangerfield'.

C. Kristin Dangerfield

Chair of the Investigations Committee

Report of the Registration Committee

TO	CPATA Board of Directors
FROM	Mark Pioro, Chair, Registration Committee
DATE	September 24, 2026
REPORTING PERIOD	June – August 2026

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 updated 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 2026–2028 are:

- Mark Pioro – Chair – non-licensee, ON
- Jonathan Auerbach – patent agent, trademark agent, QC
- Alessandro Colonnier – patent agent, trademark agent, ON
- Natalie de Paulsen – CIPO representative, non-licensee, Office of the Registrar of Trademarks, ON
- Heidi Jensen – trademark agent, ON
- Craig Macmillan – CIPO representative, non-licensee, Patent Office, ON
- Hilary Rose – non-licensee, AB

Spring 2026 Administration of the Knowledge Examinations

Background: CPATA's Competency Initiative

CPATA's vision is for 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, and through its ongoing role in administration of CPATA's qualifying examinations.

CPATA's multi-year competency policy initiative is modernizing licensee competencies and entry to practice requirements and processes. 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.

The Spring 2026 Knowledge Examinations

Following the examinations and standard-setting process, and after considering the standard setting report prepared and provided by the psychometric consultant and having a robust discussion, at the July 8, 2026, meeting, the Committee approved the pass marks for each Knowledge Examination. 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 21, 2026, 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 2026 Spring Trademark Knowledge Examination administered on May 26, 2026, 24/33 (73%) candidates demonstrated competency. On the 2026 Spring Patent Knowledge Examination administered on June 9, 2026, 15/16 (94%) candidates demonstrated competency.

[2026 Spring Trademark Knowledge Examination Report](#)

[2026 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 if they have completed the 24-month training requirement by the dates of those exams.

The 2026 Trademark Agent Skills Examination was administered on September 9–10, 2026, and the 2026 Patent Agent Examinations will be administered October 19–22, 2026. The Committee looks forward to its review and approval of the cut-scores for the 2026 Trademark Agent Skills Examination at its December 2026 meeting, and the 2026 Patent Agent Skills Examinations at its January 2027 meeting.

Skills Examinations Test Specification Review and Revisions

At the July 8, 2026, meeting, the Committee reviewed the test specifications for the skills examinations. In addition to the standard analyses performed following each administration, test- and item-level analyses were conducted for all three examinations using data from the 2024 and 2025 administrations. Information from a variety of sources—including these statistical analyses, survey data from the Examination Advisory Groups¹ (“EAG”) and candidates, and marker commentary—were reviewed and synthesized by the consultant and reported to the Committee.

The review of the test specifications allowed the Committee to consider the fairness and effectiveness of the skills examination framework, and potential evidence-based improvements.

¹ Examination Advisory Groups are appointed by the Registrar and are composed of Class 1 and Class 2 agents to assist with the preparation, administration and marking of the examinations.

Based on the information provided and reviewed, there were no systemic concerns identified with the skills examinations.

Some areas for potential improvement were identified, including a change to the time allotment and a change to the content weights for the Patent Agent Skills Examination – Part 2, as described below.

1.1 Time Allotment: Shifting from a 3-hour to 4-hour time allotment

The Committee approved the time increase from 3 hours per component, to 4 hours per component, starting with the 2026 administrations.

1.1.1 Historical context for the previous 3-hour time allotment

The Registration Committee initially set a 3-hour time allotment for each component as a policy-informed design parameter during the development of the new qualifying examinations. At that time, the program sought to balance several considerations, such as responsible use of resources, the burden on test-takers, and the goal of collecting adequate data points for defensible analysis and reporting. A 3-hour duration for each component was adopted as a reasonable operational parameter. The examination components were therefore designed with the expectation that they would be completed within a 3-hour time allotment. In this context, the review of the time allotment should be understood as part of the normal evolution and refinement of an assessment program as operational experience accumulates.

1.1.2 Review of the previous 3-hour time allotment

The Registration Committee received input that the 3-hour time limit may be creating a time pressure on test takers that could be ameliorated. The Registration Committee considered approaches to reduce this pressure. It considered an option prepared by staff and its expert psychometrician to continue designing each component as a 3-hour assessment, but to administer it with a 4-hour time allowance. The content, expectations, and intended difficulty would remain the same; test-takers would simply have more time to complete their responses.

Assessment standards note that time limits should not unnecessarily interfere with the measurement of the intended construct. Increasing the time limit from 3 hours to 4 hours, without adding additional content, may provide several psychometric and practical benefits, including:

- Better alignment with the intended construct.
- Improved evidence for evaluation.
- Reduction of construct-irrelevant variance.
- Improved quality of submissions.
- Alignment with observed test-taker behaviour.

Several indicators supported considering this change. Many test-takers appear to use the full allotted time. Marker commentary has occasionally noted that some responses seemed truncated or unfinished. Some test-taker survey feedback also pointed to perceived time pressure.

1.2 Patent Agent Skills Examination – Part 2 Content Allocations

The Committee approved changes to the content weighting of the Patent Agent Skills Examination – Part 2, starting with the 2027 administration.

The current allocation is 40% for Prosecution, 30% for Validity, and 30% for Infringement. Based on the information reviewed, changes to weights were proposed. Starting with the 2027 administration, the new weights will be 50% for Prosecution, 25% for Validity, and 25% for Infringement.

This proposed change was based on a combination of factors, including the fact that the proposed breakdown would create a clearer structure: Component A would focus on Prosecution, while Component B would focus on Validity and Infringement. It was also expected to simplify development and marking, provide a clearer framework for test-takers, and better reflect the relative criticality identified through the original validation survey.

Sincerely,



Mark Pioro

Chair of the Registration Committee

Report of the Audit and Risk Committee

TO	CPATA Board of Directors
FROM	Bob Plamondon
DATE	September 24, 2026
REPORTING PERIOD	June – September 2026

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.

Committee Activities

Since the last update to the Board in March 2026, the Committee met on August 11, 2026.

At the meeting, the Committee:

1. Reviewed the Minutes and Action Log from the May 15, 2026, meeting.
2. Reviewed the updated Cyber Incident and Emergency Response Framework (CERF) document presented by the Director of Operations.
3. Reviewed the Financial Areas Updates memo from the CEO & Registrar and CFO. Including discussion on Province of Employment, Quebec employee health benefits research, and planning for employee compensation review.
4. Received the internal financial statements for period ending June 30, 2026, and supporting information including a comparison to budget and forecast for year-end.
5. Received the Legislative Compliance memo and Checklist from the CEO & Registrar and CFO for the end of July 2026.
6. Reviewed in detail the updated Enterprise and Regulatory Risk register and Heat Map. The register has been updated to include Residual Risk descriptions and rankings.
7. Met with the CFO in camera at the end of meeting.

Upcoming Committee meeting focus

- Review 2027 draft budget assumptions and calculations including revenue and expense projections.
- 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.

A handwritten signature in blue ink, appearing to read 'Robert Plamondon'.

Robert Plamondon

Chair of the Audit and Risk Committee

Financial Reports

College of Patent Agents and Trademark Agents
For the period ended June 30, 2026



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

August 12, 2026

Statement of Financial Position

As of June 30, 2026

	TOTAL	
	AS OF JUN. 30, 2026	AS OF JUN. 30, 2025 (PY)
Assets		
Current Assets		
Cash and Cash Equivalent		
1011 RBC Chequing	141,823	171,508
1015 RBC Savings Account	3,374,930	1,001,073
1500 G.I.C	2,018,393	3,022,411
Total Cash and Cash Equivalent	\$5,535,146	\$4,194,991
1400 Prepaid expenses	63,186	46,612
Total Current Assets	\$5,598,333	\$4,241,603
Non-current Assets		
Property, plant and equipment		
1600 Computer Equipment	15,461	14,042
1605 Computer Equipment - Accum Amort	(6,717)	(5,480)
Total Property, plant and equipment	\$8,743	\$8,561
Total Non Current Assets	\$8,743	\$8,561
Total Assets	\$5,607,076	\$4,250,165
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable (A/P)	\$116,961	\$116,481
Credit Card	\$8,106	\$10,093
2050 GST/HST Payable (Receivable)	(35,013)	(29,521)
2150 Payroll liabilities	8,775	3,949
Total Current Liabilities	\$98,830	\$101,002
Deferred Revenue		
2200 Deferred Revenue - Payments Received	412	0
2210 Deferred License Fees - Class 1	1,748,511	1,730,358
2211 Deferred License Fees - Class 2	18,638	19,253
2213 Deferred License Fees - Class 3	28,080	26,019
2214 Deferred License Fees - Class 4	15,102	13,953
2250 Deferred Exam Fees	13,140	11,424
Total Deferred Revenue	\$1,823,884	\$1,801,007
Total Liabilities	\$1,922,714	\$1,902,009
Net Assets		
Internally Restricted Net Assets	3,106,236	1,725,284
Excess (Deficiency) of Revenues over Expenditures	578,126	622,872
Total Net Assets	\$3,684,362	\$2,348,156
Total Liabilities and Equity	\$5,607,076	\$4,250,165

College of Patent Agents and Trademark Agents

Statement of Operations

June 2026

	TOTAL		
	JUN. 2026	JUN. 2025 (PY)	JAN - JUN., 2026 (YTD)
REVENUES			
4000 Licence Fee Income			
4010 Licensee fees - Class 1	292,070	288,011	1,748,511
4020 Class 2 Agent Fees	3,106	3,209	18,638
4030 Class 3a Licence Fees	2,546	2,589	15,078
4031 Class 3b Licence Fees	2,124	2,051	13,089
4040 Class 4 Inactive Agent fees	2,524	2,340	15,103
Total 4000 Licence Fee Income	302,371	298,199	1,810,418
4052 Qualifying Exam Fees			
4051 Knowledge Exam Fee	5,475	8,568	37,960
Total 4052 Qualifying Exam Fees	5,475	8,568	37,960
4070 Application fee income	2,507	1,275	30,446
4060 Certificate & Letters Fees	0	204	1,155
4075 Foreign Practitioner Fees	6,687	6,511	14,563
Total 4070 Application fee income	9,194	7,990	46,164
Total REVENUES	\$317,040	\$314,757	\$1,894,542
Total Income	\$317,040	\$314,757	\$1,894,542
EXPENDITURES			
5500 Wages & Benefits			
5510 Wages	87,293	75,094	501,894
5520 Wages - Benefits	7,436	5,238	41,108
5530 Wages - CPP	5,205	4,837	30,329
5535 Wages - QC QPIP	201	227	1,074
5540 Wages - EI	894	694	8,905
5550 RRSP Expenses	4,928	4,354	28,498
5560 Health Services/Labour - QC	446	380	3,319
Total 5500 Wages & Benefits	106,404	90,826	615,127
6005 Professional and consulting fees			
6015 Audit Fees			(450)
6020 Communications & Marketing fees	1,500	2,000	9,000
6025 Graphic Design	300	346	6,780
6030 Legal Fees	23,825	30,467	144,996
6050 Professional fees - Planning			15,000
6060 Translation expenses	13,356	24,642	50,363
6210 Consulting - Communications	953	1,732	8,710
6230 Consulting - Human Resources	5,250		15,084
Total 6005 Professional and consulting fees	45,184	59,187	249,483
6200 Technology and Systems Expenses			
6270 IT Consultants - Network & General	1,373	1,062	7,821
6280 IT Consultant - License Systems	6,120	12,000	41,025
6290 IT Consultant - Website	465	238	11,107
Total 6200 Technology and Systems Expenses	7,958	13,300	59,952
6500 Board & Committee Governance Expenses			

College of Patent Agents and Trademark Agents

Statement of Operations

June 2026

	TOTAL		
	JUN. 2026	JUN. 2025 (PY)	JAN - JUN., 2026 (YTD)
6501 Board of Directors Travel & Meeting Expenses			
6502 Board - Meeting expenses	6,731	10,445	7,487
6520 Board - Travel	4,050	9,705	7,998
6525 Board - Meal costs	3,991	6,295	6,978
6530 Board - Training	1,093	1,149	6,405
Total 6501 Board of Directors Travel & Meeting Expenses	15,864	27,594	28,868
6510 Board - Remuneration	15,675	22,850	59,750
6610 Committees - Member Compensation	5,025	12,425	43,025
Total 6500 Board & Committee Governance Expenses	36,564	62,869	131,643
6700 Registration & Exam Expenses			
6710 Consulting - Admissions	54,400		143,600
6720 Exam Advisory Group - Remuneration	3,050	9,000	7,929
6730 Exam Software costs	4,086	5,211	16,248
Total 6700 Registration & Exam Expenses	61,536	14,211	167,777
7010 Bank fees and interest	125	295	1,108
7020 Credit Card Processing Fees	605	664	72,259
Total 7010 Bank fees and interest	730	959	73,367
7135 Insurance	3,457	4,364	24,998
7205 Office Expenses	2,695	3,331	23,001
7310 Staff Travel and Training expenses	10,949	7,517	22,685
8000 Amortization	227	223	1,362
Total EXPENDITURES	\$275,704	\$256,786	\$1,369,396
OTHER INCOME			
4220 Interest earned	18,520	8,347	52,981
Total Other Income	\$18,520	\$8,347	\$52,981
EXCESS (DEFICIT) OF REVENUE OVER EXPENDITURES	\$59,856	\$66,317	\$578,127

College of Patent Agents and Trademark Agents

Statement of Operations by Department

January - June, 2026

	ADMINISTRATION & OPERATIONS	BOARD & GOVERNANCE	COMMUNICATIONS & STAKEHOLDER RELATIONS	REGULATIONS - COMPLAINTS	REGULATIONS - REGISTRATION	TOTAL
REVENUES						
4000 Licence Fee Income						\$0
4010 Licensee fees - Class 1	1,748,511					\$1,748,511
4020 Class 2 Agent Fees	18,638					\$18,638
4030 Class 3a Licence Fees	15,078					\$15,078
4031 Class 3b Licence Fees	13,088					\$13,088
4040 Class 4 Inactive Agent fees	15,103					\$15,103
Total 4000 Licence Fee Income	1,810,417					\$1,810,417
4052 Qualifying Exam Fees						\$0
4051 Knowledge Exam Fee					37,960	\$37,960
Total 4052 Qualifying Exam Fees					37,960	\$37,960
4070 Application fee income	30,446					\$30,446
4060 Certificate & Letters Fees	1,155					\$1,155
4075 Foreign Practitioner Fees	14,563					\$14,563
Total 4070 Application fee income	46,164					\$46,164
Total REVENUES	\$1,856,581	\$0	\$0	\$0	\$37,960	\$1,894,541
Total Income	\$1,856,581	\$0	\$0	\$0	\$37,960	\$1,894,541
EXPENDITURES						
5500 Wages & Benefits	611,903	3,225				\$615,127
6005 Professional and consulting fees						\$0
6015 Audit Fees	(450)					\$ (450)
6020 Communications & Marketing fees			9,000			\$9,000
6025 Graphic Design			6,780			\$6,780
6030 Legal Fees	162			141,619	3,215	\$144,996
6050 Professional fees - Planning	15,000					\$15,000
6060 Translation expenses			14,729	1,117	34,516	\$50,363
6210 Consulting - Communications			7,198		1,512	\$8,710
6230 Consulting - Human Resources	4,584	10,500				\$15,084
Total 6005 Professional and consulting fees	19,296	10,500	37,707	142,737	39,243	\$249,483
6200 Technology and Systems Expenses						\$0
6270 IT Consultants - Network & General	7,821					\$7,821
6280 IT Consultant - License Systems	41,025					\$41,025
6290 IT Consultant - Website			11,107			\$11,107
Total 6200 Technology and Systems Expenses	48,846		11,107			\$59,952
6500 Board & Committee Governance Expenses						\$0
6501 Board of Directors Travel & Meeting Expenses						\$0
6502 Board - Meeting expenses		7,487				\$7,487
6520 Board - Travel		7,998				\$7,998
6525 Board - Meal costs		6,978				\$6,978
6530 Board - Training		6,405				\$6,405
Total 6501 Board of Directors Travel & Meeting Expenses		28,868				\$28,868
6510 Board - Remuneration		59,750				\$59,750
6610 Committees - Member Compensation		43,025		0		\$43,025
Total 6500 Board & Committee Governance Expenses		131,643		0		\$131,643
6700 Registration & Exam Expenses						\$0
6710 Consulting - Admissions				400	143,200	\$143,600
6720 Exam Advisory Group - Remuneration					7,929	\$7,929
6730 Exam Software costs					16,248	\$16,248
Total 6700 Registration & Exam Expenses				400	167,377	\$167,777
7010 Bank fees and interest	73,367					\$73,367
7135 Insurance		24,998				\$24,998
7205 Office Expenses	21,811		1,190			\$23,001
7310 Staff Travel and Training expenses	22,685					\$22,685
8000 Amortization	1,362					\$1,362
Total EXPENDITURES	\$799,268	\$170,366	\$50,004	\$143,137	\$206,620	\$1,369,396
OTHER INCOME						
4220 Interest earned	52,981					\$52,981
Total Other Income	\$52,981	\$0	\$0	\$0	\$0	\$52,981
EXCESS (DEFICIT) OF REVENUE OVER EXPENDITURES	\$1,110,294	\$ (170,366)	\$ (50,004)	\$ (143,137)	\$ (168,660)	\$578,126

Statement of Cash Flows

January - June, 2026

	TOTAL
OPERATING ACTIVITIES	
Net Income	578,127
Adjustments to reconcile Net Income to Net Cash provided by operations:	
1400 Prepaid expenses	(35,428)
1605 Computer Equipment - Accum Amort	1,362
2000 Accounts Payable (A/P)	60,934
2025 RBC Credit Card #4816	2,279
2026 RBC Credit Card #8522	1,439
2010 Accrued Payables	(23,980)
2015 Accrued Liabilities - Comm & Reg Remuneration	(54,865)
2050 GST/HST Payable (Receivable)	(35,013)
2060 GST/HST Payable (Receivable):GST/HST Suspense	31,923
2150 Payroll liabilities	(2,735)
2200 Deferred Revenue - Payments Received	238
2210 Deferred License Fees - Class 1	1,748,511
2211 Deferred License Fees - Class 2	18,638
2213 Deferred License Fees - Class 3	28,079
2214 Deferred License Fees - Class 4	15,277
2250 Deferred Exam Fees	13,140
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	1,769,799
Net cash provided by operating activities	\$2,347,926
INVESTING ACTIVITIES	
1600 Computer Equipment	(2,056)
Net cash provided by investing activities	\$ (2,056)
NET CASH INCREASE FOR PERIOD	\$2,345,870
Cash at beginning of period	3,189,276
CASH AT END OF PERIOD	\$5,535,146

College of Patent Agents and Trademark Agents

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L Classes

January - June, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
4000 Licence Fee Income				
4010 Licensee fees - Class 1	1,748,511	1,741,000	7,511	100.00 %
4020 Class 2 Agent Fees	18,638	21,400	(2,762)	87.00 %
4030 Class 3a Licence Fees	15,078	15,000	78	101.00 %
4031 Class 3b Licence Fees	13,088	10,000	3,088	131.00 %
4040 Class 4 Inactive Agent fees	15,103	12,800	2,303	118.00 %
Total 4000 Licence Fee Income	1,810,417	1,800,200	10,217	101.00 %
4052 Qualifying Exam Fees				
4051 Knowledge Exam Fee	37,960	44,000	(6,040)	86.00 %
Total 4052 Qualifying Exam Fees	37,960	44,000	(6,040)	86.00 %
4070 Application fee income	30,446	24,000	6,446	127.00 %
4060 Certificate & Letters Fees	1,155	1,500	(345)	77.00 %
4075 Foreign Practitioner Fees	14,563	14,000	563	104.00 %
Total 4070 Application fee income	46,164	39,500	6,664	117.00 %
Total Income	\$1,894,541	\$1,883,700	\$10,841	101.00 %
GROSS PROFIT	\$1,894,541	\$1,883,700	\$10,841	101.00 %
Expenses				
5500 Wages & Benefits	615,127	630,105	(14,978)	98.00 %
6005 Professional and consulting fees				
6015 Audit Fees	(450)	0	(450)	
6020 Communications & Marketing fees	9,000	19,000	(10,000)	47.00 %
6025 Graphic Design	6,780	8,000	(1,220)	85.00 %
6030 Legal Fees	144,996	185,400	(40,404)	78.00 %
6050 Professional fees - Planning	15,000	7,500	7,500	200.00 %
6060 Translation expenses	50,363	74,000	(23,637)	68.00 %
6210 Consulting - Communications	8,710	6,000	2,710	145.00 %
6230 Consulting - Human Resources	15,084	10,400	4,684	145.00 %
Total 6005 Professional and consulting fees	249,483	310,300	(60,817)	80.00 %
6200 Technology and Systems Expenses				
6270 IT Consultants - Network & General	7,821	7,000	821	112.00 %
6280 IT Consultant - License Systems	41,025	52,000	(10,975)	79.00 %
6290 IT Consultant - Website	11,107	6,000	5,107	185.00 %
Total 6200 Technology and Systems Expenses	59,952	65,000	(5,048)	92.00 %
6500 Board & Committee Governance Expenses				
6501 Board of Directors Travel & Meeting Expenses				
6502 Board - Meeting expenses	7,487	13,000	(5,513)	58.00 %
6520 Board - Travel	7,998	16,500	(8,502)	48.00 %
6525 Board - Meal costs	6,978	9,500	(2,522)	73.00 %
6530 Board - Training	6,405	15,000	(8,595)	43.00 %
Total 6501 Board of Directors Travel & Meeting Expenses	28,868	54,000	(25,132)	53.00 %
6510 Board - Remuneration	59,750	64,600	(4,850)	92.00 %
6610 Committees - Member Compensation	43,025	57,700	(14,675)	75.00 %

College of Patent Agents and Trademark Agents

Budget vs. Actuals: Budget_FY26_P&L - FY26 P&L Classes

January - June, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total 6500 Board & Committee Governance Expenses	131,643	176,300	(44,657)	75.00 %
6700 Registration & Exam Expenses				
6710 Consulting - Admissions	143,600	130,000	13,600	110.00 %
6720 Exam Advisory Group - Remuneration	7,929	30,000	(22,071)	26.00 %
6730 Exam Software costs	16,248	31,000	(14,752)	52.00 %
Total 6700 Registration & Exam Expenses	167,777	191,000	(23,223)	88.00 %
7010 Bank fees and interest	73,367	72,100	1,267	102.00 %
7135 Insurance	24,998	28,600	(3,602)	87.00 %
7205 Office Expenses	23,001	20,800	2,201	111.00 %
7310 Staff Travel and Training expenses				
6330 Staffing Training	5,720	8,000	(2,280)	71.00 %
7320 Staff Travel	14,544	24,000	(9,456)	61.00 %
7325 Meals and entertainment	2,421	3,000	(579)	81.00 %
Total 7310 Staff Travel and Training expenses	22,685	35,000	(12,315)	65.00 %
Total Expenses	\$1,368,034	\$1,529,205	\$ (161,171)	89.00 %
NET OPERATING INCOME	\$526,507	\$354,495	\$172,012	149.00 %
Other Income				
4220 Interest earned	52,981	45,000	7,981	118.00 %
Total Other Income	\$52,981	\$45,000	\$7,981	118.00 %
Other Expenses				
7410 Contingency		49,000	(49,000)	
8000 Amortization	1,362	2,000	(638)	68.00 %
Total Other Expenses	\$1,362	\$51,000	\$ (49,638)	3.00 %
NET OTHER INCOME	\$51,619	\$ (6,000)	\$57,619	(860.00 %)
NET INCOME	\$578,126	\$348,495	\$229,631	166.00 %

Memorandum

TO	Audit & Risk Committee, Board of Directors
FROM	Juda Strawczynski, CEO & Registrar Sean Walker, CFO
DATE	August 11, 2026
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 April 1 to June 30, 2026, was filed with CRA on July 22, 2026, with a refund amount receivable of \$35,013 with a projected receipt date of July 31. The next return for July 1 to September 30, 2026, is due to be filed by October 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 July 2025.

(A) In addition, we are currently working on amending RL1 forms for Quebec employee taxable Health Benefits for 2021 to 2025.

(T4) Statements of Remuneration Paid were filed with CRA on February 20th. Staff and Board members Have been notified that T4's are available within the payroll system.

(RL-1) Employment and Other Income slips were filed with Revenu Quebec on February 20th. The final Summary and payments were submitted on February 17th.

(T4A) Statements of Pension, Retirement, Annuity, and Other Income for 50+ contractors, committee members and Subject Matter Experts have been submitted to CRA and provided to individuals on February 9th.

Annual Federal filing requirements with CRA

CPATA is required to file a Not-for-Profit Organization (NPO) Information Return (T1044) for 2025 with CRA within 6 months of the year ending December 31, 2025, by June 30, 2026. CPATA is not a taxable entity so income tax will not be required, however, the returns must still be filed. The return was mailed to CRA on April 28th.

Annual Report and Audited Financial Statements

CPATA has prepared the Annual Report and Audited Financial Statements for 2025. The Annual Report was delivered to the Minister of Innovation, Science and Industry as required by s. 25 of the CPATA Act. The Annual Report was tabled in Parliament on May 1st and has been published on CPATA's website.

We are also required (By-law 30) to publish a report on Board and Committee remuneration paid during the year which has been published on the website.

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 website 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 filed the Proactive Publication documents on Travel and Hospitality expenses of the Board of Directors and CEO & Registrar. The latest report for June 2026 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 will receive two training sessions on CPATA's Official Languages Act obligations in 2026, including one focused on Part VII of the Act. CPATA has submitted its statistical report on workforce data to the government on June 10, before the June 12, 2026, deadline.

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.

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 July 31, 2026

	OBLIGATION TO BE FULFILLED	CONFIRMED
1.	Excise Tax Act (Canada) GST/HST Quarterly report and remit required net goods and services tax	Yes
2.	Employment Insurance Act (Canada) Deduct, withhold, submit employer's and employee's EI premiums (handled by Wagepoint)	Yes
3.	Canada Pension Act (Canada) Deduct, withhold, submit employer's and employee's CPP contributions (handled by Wagepoint)	Yes
4.	Income Tax Act (Canada) Deduct, withhold, submit in respect of salaries (handled by Wagepoint)	Yes (A)
5.	Income Tax Act (Canada) - 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) Report and remit EHT/HSF	Yes
7.	Act Respecting Parental Insurance - Provincial Parental Insurance Plan (QPIP - Quebec) Report and remit QPIP	Yes
8.	Income Tax Act (Canada) File an Annual Non-Profit Organization (NPO) Information Return (T1044) by June 30	Yes
9.	CPATA Act (Canada) CPATA's Annual Report is delivered to the Minister of Innovation, Science and Industry by March 31	Yes
10.	Access to Information Act - CPATA annual reporting to government by September - Proactive Publication to be reported within 30 days of previous month-end	Yes
11.	Privacy Act CPATA annual reporting to government by September	Yes

(A) we are currently working on amending RL1 forms for Quebec employee taxable Health Benefits for 2021 to 2025.

ACTIVITY PLAN 2026–2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes and Updates (September 2026)
Stakeholder engagement	Continue regular stakeholder engagement and outreach to licensees, IPIC, government, CIPO, other IP ecosystem partners, other professional regulators etc.	Relationships and Communications	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: 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 Stakeholder engagement 2026–2028 will include consultations/calls for comment on: – Licensing and other CPATA fees (2026) Complete – Continuing professional development (CPD) policy – Return to active practice policy – Pro bono policy – Understanding consumer needs Engagement Jan–September 2026 – 2027 fees call for comment – >30 submissions received including from IPIC; used to inform setting of new licensing fees effective Jan 1, 2027 – ISED/CIPO/IP Ecosystem engagement: ✓ CPATA participation in ISED Consultation on increasing legal certainty in Intellectual Property services and administration ✓ All staff meeting with CIPO leadership ✓ Regular staff engagement with ISED and CIPO staff ✓ CEO and Director of Communications presentations in English and French at CIPO webinar on fraud prevention ✓ CEO co-present with Innovate BC at Digital webinar ✓ Regular touchpoints with IPIC CEO ✓ CEO presentation at IP Owners Association annual conference (Toronto) – Regulatory engagement: ✓ Meetings with IPReg, Trans-Tasman IP Attorneys Board (Virtual and Toronto) ✓ CEO presentation at AI in regulation conference (Toronto) a ✓ Deputy Registrar and General Counsel, Professional Regulation

ACTIVITY PLAN 2026–2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes and Updates (September 2026)
			✓ teaching at CNAR Fundamentals of Regulation course (Virtual) ✓ General Counsel, Professional Regulation opening remarks at CLEAR Regional Symposium (Halifax)
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 ✓ CPATA participation in ISED Consultation on increasing legal certainty in Intellectual Property services and administration ✓ CPATA engagement with ISED leadership and MPs on the importance of client-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 approach, with agent conduct inquiry processes as a means of facilitating early resolution where possible.
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; - “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. ✓ Fraud prevention warnings continue to be updated ✓ See fraud prevention outreach in stakeholder engagement
Annual Licensee and Foreign Practitioner Renewals	Annual renewal of licensees and foreign practitioners	Professional Regulation	Licence renewal completed Foreign practitioner renewals completed
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 2026 renewal – complete Data analysis from 2026 ALR to help understand trends in the professions
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 CPATA Act. This will be developed in consultation with licensees.	Professional Development and Competency /	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

ACTIVITY PLAN 2026–2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes and Updates (September 2026)
		Relationships and Communications	consider what will constitute a right-touch approach for our context.
Pro Bono Policy	Develop a Pro Bono policy pursuant to the CPATA Act. 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.
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 Developing resources to support supervisors and trainees. <i>Working Group appointed and developed draft resources that are now in translation and design stage. Expected release by mid-2027 (latest).</i>
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 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	Winter Knowledge Exams: <i>Trademark Knowledge Exam – Administered February 10, 2026</i> <i>Patent Knowledge Exam – Administered February 24, 2026</i> Spring Knowledge Exams: <i>Trademark Knowledge Exam – May 26, 2026</i> <i>Patent Knowledge Exam – June 9, 2026</i> Skills Exams: <i>Trademark Agent Skills Exam – September 9-10, 2026</i>

ACTIVITY PLAN 2026–2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes and Updates (September 2026)
			Patent Agent Skills Exam – October 19–22, 2026 Test Specification Review: May – July 2026
Human resources	- Hire 1 new staff to assist with Professional Development and Competency work (2026) - Conduct compensation market assessment to maintain fairness and market competitiveness (TBD) - Continue to work with staff on Performance Excellence Program (Annual)	Organizational and Regulatory Infrastructure	New staff hired and onboarded Q1 2026. Market assessment being conducted in 2026 – work commenced summer 2026 and project completion by end of 2026 in time for budget 2027 Performance Excellence Program engagement over summer 2026 with all staff
Staff training	Provide staff with annual trainings through lunch and learns and attending conferences.	Organizational and Regulatory Infrastructure	All-staff training day in person April 2026; summer lunch and learn on Official Languages Cross-training (summer 2026) on unauthorized practice responses and Discipline Committee support All-staff attendance at CNAR annual conference (Montreal; fall 2026) Future staff training TBD
EDI and Indigenous Strategies	Continue to develop CPATA's EDI and Indigenous strategies Approaches to EDI 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 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	CPATA governance and operations: - Continue staff training on EDI and Reconciliation - Continue review of EDI and Reconciliation operational approaches Competencies: - 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 Entry into the profession: - 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.

ACTIVITY PLAN 2026–2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes and Updates (September 2026)
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	Organizational and Regulatory Infrastructure	Ongoing. This will be informed by Annual Licensee Report data, Professional Regulation data when fully moved to in1touch.
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 tabletop emergency response exercises over summer 2026 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. Annual Report 2025, Access to Information Act and Privacy Act reports all submitted to ISED as required. Workforce data reporting on Official Languages submitted to Treasury Board as required annually
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) CPATA expects By-law amendments to come into force as planned for Jan 1, 2027 reducing licensing fees.
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	Jan-Feb 2026: CPATA Call for Comments re potential fee changes June 2026: Board approves fees effective Jan 1, 2027 conditional on necessary By-law updates being amended in time Summer 2027: Work with Department of Justice and confirmation that By-law amendments expected to be amended in time for Jan 1, 2027
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. Submitted March 2026 and tabled in Parliament May 2026.

ACTIVITY PLAN 2026–2028

Project	Project Description / Deliverables	Strategic Framework Component	Notes and Updates (September 2026)
Annual General Meetings (AGMs)	CPATA AGM (Ottawa) in person event	Governance	June 2026 marked 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 transparency - Committee materials to enable effective decision-making	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 - Statutory Committees to meet 1X/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	- 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	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	Next appointments – timing TBD CPATA input to ISED re skills required through appointments New Director orientation session	Governance	CPATA continues to work with the Government of Canada towards Ministerial appointments.
Committee Appointments	Committee vacancies are filled according to Skills Matrices	Governance	Committee appointments ongoing.
CEO evaluation	CEO Performance Management and Compensation Working Group and Board of Directors to oversee on an annual basis	Governance	Working Group engaged in its work through Jan–fall 2026
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	Annual Financial Audit Audited Financial Statements and Audit report	Governance	Audit occurs Q1 annually Annual Financial Audit complete and Audited Financial Statements and Audit Report approved March 2026