



## **CIP Director Qualifications**

The Canadian Institute of Planners' Board of Directors is responsible for overseeing the organization and serving its best long-term interests. To fulfill this role, the Board is expected to bring forward-looking, national, and strategic perspectives to CIP's strategic plan and policies.

All CIP Directors must meet the minimum set of qualifications if they are to play an integral part in CIP Board decision-making. The CIP Board believes that, collectively, it should have the specialized skills necessary to properly and proactively guide the organization within its legal and ethical responsibilities.

Although a Director may be nominated by a specific region or constituency through a selection process or an election, Directors serve the entire membership and must represent the best interests of the organization as a whole. Directors speak for themselves rather than for a group of members.

It is important to note, that the CIP Board is primarily a strategic governance Board (rather than a "working Board"), and as such, Directors provide an important role in shaping the policy and governance standards of the Institute; whereas, operational management is the primary responsibility of the Chief Executive Officer.

### **1. Director Elections**

- The nomination process and election is set out in CIP policy in accordance with the Institute's bylaws and the *Canada Not-for-Profit Corporations Act*.
- Directors are elected for a term of three years, with the exception of the Student Director, which is two years.
- Requirements for Board meetings and meetings of members are identified in the CIP Bylaws and CIP's Governance Policies Manual.

### **2. Vacancy in Office**

As per CIP's policies, a quorum of Directors may fill a vacancy among the Directors by appointment, except a vacancy resulting from an increase in the minimum or maximum number of Directors provided for in the articles or a failure to elect the minimum number of Directors provided for in the articles.

A Director appointed or elected to fill a vacancy holds office for the unexpired term of their predecessor.

### **3. Director Nominee Qualifications**

The Nominations Subcommittee must be satisfied that in addition to meeting the eligibility requirements set out in the CIP Bylaws and Policy Manual, each nominee meets the following minimum qualifications:

- with the exception of Directors at Large, the nominee must be a Voting Member of the Institute

- the nominee shall not be a Board/Council Member of any Provincial and Territorial Institute and Association, the Professional Standards Board, or the CIP/ICU Planning Student Trust Fund
- the nominee shall have relevant experience at a strategic or policy-making level in a professional, government, non-profit, or academic organization
- the nominee shall demonstrate that they have sufficient time and availability to satisfy the Director's responsibilities
- the nominee shall have a reputation for ethical behaviour both personally and professionally
- the nominee shall have a commitment to uphold and implement CIP's established national policies ([Climate Change](#), [Healthy Communities](#), [Professional Practice and Reconciliation](#)) and the [Equity, Diversity & Inclusion Roadmap](#)
- the nominee shall be free of any conflict of interest that may impair the Director's ability to make consistent and fair decisions in the best interests of the Institute
- the nominee must have previous board experience or similar
- the nominee must be able to demonstrate financial, legal, governance, and business literacy through previous experiences
- the nominee must demonstrate experience in a leadership role
- must be able to demonstrate their understanding of the CIP's role and purpose

Under federal law, Directors must be 18 years of age and over and must not be bankrupt.

#### **4. Expectations for Directors**

Directors are required annually to identify their individual level of proficiency for the following Core Responsibilities and associated Board Expectations:

##### **Governance and Administration**

Directors should have:

- Knowledge of CIP's [Mission, Vision, and Values](#)
- Knowledge of CIP's [Strategic Plan](#)
- Experience as a Director at an organization of similar interests or strategic level
- Knowledge of legislation and standards applicable to not-for-profit sector
- Knowledge of public policy issues of relevance to the profession and public interest
- Knowledge of the distinction between strategic and operational governance responsibilities

##### **Planning and Policy**

Directors should have:

- Knowledge, ability and experience with strategic plan development, implementation, and evaluation
- Knowledge, ability and experience with policy, program, and/or service development, implementation, and evaluation

##### **Financial and Risk Management**

Directors should have:

- Knowledge of financial management theory and techniques
- Ability to review and analyze financial reports and operational budget
- Experience dealing with general business matters within the not-for-profit sector

- Experience applying financial management theory and techniques to meet strategic and operational objectives
- Knowledge of risk management theory and techniques
- Ability and experience with managing risk in a manner that maintains organizational reputation
- Knowledge of investment strategies

## **Leadership**

Directors should have:

- Knowledge of Board dynamics and processes
- Knowledge of the expectations of professional conduct consistent with CIP's reputation
- Knowledge of equity, diversity, inclusion, and accessibility principles
- Knowledge of fiduciary responsibilities applicable to not-for-profit sector
- Knowledge of the expectation to declare conflict of interest as appropriate
- Ability to contribute and operate with candor and professionalism while fulfilling Board duties
- Ability to convey information and share viewpoints succinctly and clearly
- Ability to justify viewpoints with logic, facts, and figures
- Ability to be impartial while fulfilling Board duties
- Ability to listen effectively
- Ability to commit time and effort required to fulfil Board duties
- Ability to accept and support Board decisions and maintain confidentiality
- Experience in preparing for and contributing to Board meetings
- Experience participating as part of a team and building consensus
- Experience applying a variety of perspectives to issue analysis and problem solving
- Experience in providing oversight and guidance to management of human, financial, and other resources
- Experience in working with a diverse and inclusive team
- Knowledge of conflict management theory and techniques
- Ability and experience applying conflict management theory and techniques while fulfilling Board duties
- Knowledge of negotiation theory and techniques
- Ability and experience applying negotiation theory and techniques while fulfilling Board duties

## **5. Other Conditions**

Directors are expected to make a personal commitment to participate on Standing Committees\* and to attend the Board meetings, including preparing for the meetings by reading all briefing and background materials (see Appendix). Materials are provided approximately one week in advance of meetings, which may require several hours of reading and consideration.

Board meetings are conducted as videoconferences approximately 2-3 times/year (during normal working hours) and in-person meetings are held 2-3 times/year (scheduled during work and weekend days). Videoconference calls are also scheduled on an ad hoc basis for the Board and Standing Committees to deal with specific business items.

When absent from their usual place of residence, Directors are reimbursed for reasonable travel and living expenses incurred in the course of their duties, as per CIP policy.

Directors are encouraged to attend the annual national conference in-person to network and interact with members and CIP partners. Directors are encouraged to volunteer for conference duties, such as moderating sessions, working at CIP's booth, and mentoring and providing advice to student and candidate members. Directors whose volunteer activities at the national conference have been verified are eligible to receive reimbursement for conference registration fees and travel expenses not already covered as per CIP policy.

\* Please note that CIP Board Directors are ineligible to join CIP Priority Committees or Juries (e.g. conference program committee), which are held as member volunteer opportunities.

## **6. Directors-at-large**

Nominees for Director-at-large may be sought out for specific skills or expertise needed for the Board of Directors in fulfilling its governance role or implementing the strategic plan of the Institute. Examples include: legal knowledge; accounting/financial or human resources; academic; young planners; public interest member. Nominees shall meet all of the minimum qualifications set forth for Director Nominations, with the exception of being a member of the Institute.

**For 2025:** This year, CIP is furthering its commitment to reconciliation and equity, diversity, inclusion, and accessibility (EDIA). We recognize the need for diverse voices and specific insight to guide equitable governance and embed EDIA principles in planning practices. While all Directors are expected to champion CIP's strategic priorities of EDIA and reconciliation, the 2025/2028 Director-at-large position is being specifically dedicated for an individual with significant expertise, skills, and/or lived experience in EDIA and/or reconciliation, who is knowledgeable about their application to planning.