

2024-2026 STRATEGIC PLAN

# MOVING FORWARD TOGETHER

A Strong Future Informed by Our Proud History



Intellectual Property  
Institute of Canada



As we reflect on the past three years and look ahead to the next three, IPIC is proud of the work and dedication of our members and the IPIC team.

We have made significant strides as a diverse community of professionals to work towards building greater awareness of the IP profession while broadening our reach to support and encourage innovation and the protection of IP rights in Canada.

Strong and equitable IP rights remain vital components of a robust and successful Canadian economy. Extraordinary global advances in technology, science, and the arts are happening at an exponential rate. These advances are transforming the business world and global economies and with them, the landscape of intellectual property.

As the voice of the IP profession in Canada, we need to be in a position to confidently navigate advances to ensure that our members' expertise and the laws that govern IP continue to be in step with the magnitude and pace of change. We need to be ready to anticipate and understand the impact of new and emerging trends.

At the same time, we are also seeing a fundamental shift in the way our members work and the pace of innovation and change requires us to be mindful of the need for balance and connection in our professional communities. As a national association, with members across the vast Canadian landscape, we have much to learn from each other. IPIC provides a unique opportunity to connect, exchange ideas and provide support during this time of fast-paced change.

Supporting the IP profession by leveraging IPIC's rich almost one-hundred-year history and experience will ensure our success. Participating in IPIC strengthens our collective voice, and allows our profession to remain resilient, agile and forward-thinking.

These are exciting times and, as we close on our first 100 years, IPIC remains committed to strengthening the Canadian intellectual property regime and the knowledge and experience of our members through advocacy and education for the next 100.



Tim Lowman  
IPIC President and Chair of the Board  
Intellectual Property Institute of Canada





## Who We Are

We are the leading authority on intellectual property in Canada and the trusted voice for intellectual property professionals including patent agents, trademark agents and lawyers practicing in IP.

## What We Do

We work to strengthen the trusted knowledge of Canadian intellectual property advisors; protect the profession's commitment to the highest ethics, standards, and expertise; and shape a policy and business environment that encourages the development, use and value of intellectual property in Canada.

## Why We Do It

We believe that IP is an essential component of innovation – essential to Canada's economy and growth across all industries and sectors. As the IP profession grows, we need highly skilled and accredited IP professionals to represent the vast and diverse talent pool that is truly reflective of Canada.

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# What Drives Our Work

- As the voice of IP in Canada, we are **hardworking professionals** dedicated to supporting our membership.
- We are **proud** to be the **trusted experts** who have been supporting and promoting the value of IP in Canada for almost 100 years.
- We believe in **informed decision-making** and **transparency** to create and maintain credible, honest, and open dialogue.
- IP professionals work in a fast-paced and idea-driven environment that is constantly looking to the future. As an organization, IPIC strives to bring that same spark of **inspiration** and **innovation** to all we do.
- We believe that by **connecting** a **community** of IP peers, we can support the profession and each other as we strive to broaden the understanding and value of IP in Canada.





# Shaping a Future Informed by Our Proud History

With evolution, innovation and the globalization of the marketplace, the role of IP professionals and their contribution to a strong Canadian economy has never been more important. The strength of our commitment and our wealth of historical knowledge and expertise have been collectively accumulated and ingrained in the Canadian IP community for almost 100 years. As we approach our centennial in 2026, this is an opportune time for IPIC to reaffirm our role and the value of the services we provide to our membership as we set our sights on the next 100 years.



IPIC's First President, 1926-27  
J.E. Maybee

As we examine our long history, we are mindful of IPIC's constitution which was first established in 1926 and continues to remain valid and relevant by today's standards. IPIC's constitution endures as the backbone for all that we do, and we are confident in knowing that its tenets will continue to guide our work and will continue to resonate and validate our commitment to our members and the IP profession long into the future.

## *Excerpt from IPIC's Constitution*

The Intellectual Property Institute of Canada / Institut de la propriété intellectuelle du Canada (formerly known as the Patent and Trademark Institute of Canada / Institut canadien des brevets et marques) was founded in 1926 by a group of Canadians professionally interested in intellectual property. It was incorporated under the laws of Canada. Its purposes are:

- (a) To represent the interests of Canadian intellectual property practitioners;
- (b) To influence the development of intellectual property laws having a potential effect in Canada, whether or not they have been enacted in Canada;
- (c) To be the recognized and visible authority on Canadian intellectual property law and practice;
- (d) To ensure high levels of knowledge, training, and ethics in Canadian intellectual property practitioners;
- (e) To increase the level of intellectual property business in the Canadian economy.

# Intellectual Property Institute of Canada 2024-2026 Strategic Plan



IPIC's strategic plan for 2024-2026 contains three focus areas:

- 1 The Voice of IP**
- 2 Professional Development and Thought Leadership**
- 3 Promoting a World Class IP Community**

Each interconnected and mutually supporting focus area contains objectives and specific measurable tactics that will allow IPIC to make advancements in achieving our desired outcomes.



1957 Annual Conference, Toronto, ON





## Focus Area 1: The Voice of IP

It has never been more important to ensure that IPIC elevates the voice of the profession and brings greater focus and awareness to the value that trusted, knowledgeable IP professionals provide in securing valuable IP rights in Canada.

At its core, IPIC's primary role is to advocate on behalf of our members and to communicate the important value of the services our members provide. As the IP industry evolves, IPIC will continue to promote the IP profession as a rewarding career of choice by creating opportunities to build a diverse and representative pipeline of new talent that will continue the profession's trusted work.

For our members to operate effectively, we will also advocate for fair and strong legislation, regulation, policies and programs that support and promote the interests of our members that in turn benefit the public interest.

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### *Our Goal:*

*IPIC will actively and consistently elevate the voice and profile of IP professionals by engaging with government, elected officials, courts, global IP groups, partners and stakeholders to highlight and support the interests of the IP profession and to champion an environment that protects strong IP rights and encourages a vibrant IP profession in Canada.*

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## OBJECTIVE 1.1 – THE VALUE OF THE PROFESSION

IP professionals take pride in the services and knowledge that they provide to their clients. The expertise and value they provide to innovators allow businesses to increase their value, protect innovation, and strengthen long-term success in expanded markets.

***IPIC will work to ensure that the experience, knowledge and expertise of IP professionals are valued as part of good business practice and understood more broadly across all aspects of industry; and that the profession is seen as a highly regarded and rewarding career opportunity that feeds a dynamic and innovative Canadian economy.***

### ***We will achieve this by:***

- Continuing to develop and launch key communications that inform, educate and inspire Canadian businesses to work with qualified IP professionals who can navigate all aspects of the IP protection continuum.
- Continuing to communicate and inform government about the intrinsic value of IP and the importance of promoting and funding programs that incentivize IP protection arising from competent and strategic professional IP advice.
- Working with students and educational institutions to promote the IP profession as a rewarding and fulfilling career that has an impact on all aspects of Canadian business, industry, science and arts while embracing a diverse and inclusive population.
- Showcasing the 100 years of service that IPIC has contributed to the IP profession by celebrating our history as a trusted and proud professional organization that has and will continue to serve a robust and successful Canadian landscape of industry and innovation.





## OBJECTIVE 1.2 – PROFESSIONAL REGULATION

Over the last several years the landscape in which IPIC operates has changed in several ways. In 2018 the federal government passed enabling legislation to establish an independent regulator for the profession mandated to protect the public interest. With IPIC's almost 100-year history advocating on behalf of the profession, IPIC will now, more than ever, be relied upon to represent the views of the profession within this new regulatory environment.

***IPIC will work to ensure that the interests of the IP profession are clearly and consistently articulated to the regulator and Innovation, Science and Economic Development Canada (ISED) by advocating for a well-governed, modern, consultative, and transparent system.***

## OBJECTIVE 1.3 – IP POLICIES AND LAWS

With the recent restrictive judicial finding on the scope of privilege for patent agents, delays in trademark examinations at the Canadian Intellectual Property Office (CIPO), increased globalization of the marketplace and advancements in new technologies that impact all aspects of business – to name only a few – it has become increasingly important for IPIC stay at the leading edge of the issues that impact our membership.

***IPIC will continue to advocate for fair and effective intellectual property legislation, regulation, policies and international treaties that positively support the interests and goals of the IP profession and champion an environment that supports a strong IP system in Canada.***

### ***We will achieve this by:***

- Monitoring and advocating to the regulator in its role of protecting the public interest to ensure they maintain “right touch” regulation.
- Continuing our work of ensuring that IPIC is recognized by the regulator as the experienced and trusted voice that represents the IP profession in Canada.
- Continuing to collaborate with ISED to promote the ongoing evolution of the IP professional regulatory system in moving toward a model of self-regulation.

### ***We will achieve this by:***

- Continuing to mobilize the membership to leverage its knowledge to develop submissions to government, participate in consultation processes, and intervene in key court cases.
- Proactively engaging with Parliament and government officials on emerging public policy issues (e.g., AI) that have broader and wide-ranging implications for IP in Canada.
- Driving discussions with provincial governments and stakeholders to actively promote the national harmonization of IP programs.

## Focus Area 2: Professional Development and Thought Leadership

With the rise of unauthorized and unregulated IP practices in Canada, it has never been more important to ensure that the value, knowledge and experience of our membership is second to none and that the services our members provide to their clients allow them to continue to invest in and protect their intellectual property.

### *Our Goal:*

*As the go-to educators and knowledge centre for the profession, IPIC will continue to develop and deliver high-value, accessible and exceptional training, professional development programs, tools, and thought leadership that will allow our members to achieve and maintain the highest professional standards, skills and competencies necessary to cultivate and achieve successful and fulfilling careers.*

### OBJECTIVE 2.1 – EDUCATIONAL OFFERINGS

IPIC is committed to fostering high levels of knowledge, training and ethics among Canadian IP professionals. Focusing on continued professional development, peer-to-peer networking and building a community of skilled and dedicated professionals will support IPIC's work in bringing voice to the value our members provide.

***IPIC will continue to develop and deliver the most relevant, timely and competency-driven training and professional development opportunities that provide IP professionals with access to the most current training at every stage of their careers.***

#### ***We will achieve this by:***

- Regularly and consistently reviewing and updating offerings to ensure that they meet CPD requirements and are easily accessible to members.
- Expanding current offerings at every stage of the lifecycle of an IP professional to include peer groups, workshops, masterclasses, round tables, and other innovative ways to share information and experience.
- Developing and delivering leading-edge educational offerings that provide information on emerging issues that have an impact on the profession.







## OBJECTIVE 2.2 – THOUGHT LEADERSHIP

Key to leading meaningful conversations and building a trusted community of insightful thought leaders is providing access to essential, timely information, substantive knowledge and innovative thinking.

***As the voice of the IP profession, IPIC will leverage the vast experience, knowledge and expertise of our membership to create exceptional thought leadership that will inform all aspects of IPIC's communication, education and outreach.***

***We will achieve this by:***

- Creating opportunities to position IPIC as a knowledge centre of expertise by leveraging the strengths and insights of the membership to develop deeper and more meaningful engagement on issues of interest and professional relevance.
- Creating and disseminating information on new and emerging trends like AI, space exploration, and the metaverse, that will inform think tanks, thought leadership and government relations while energizing and inspiring the growth of the profession in new and innovative areas.
- Creating a library/repository of knowledge where members can easily search and access relevant knowledge, information, education, insights and webinar content.



## Focus Area 3: Promoting a World-Class IP Community

As with many industries, how we work has changed dramatically. The needs of the profession and community have fundamentally shifted, and we have seen more of a focus on building connections and community as a means to strengthen resilience.

### *Our Goal:*

*IPIC will continue to seek out new and innovative ways for members to network and interact with peers that encourage an interactive and immersive exchange of ideas to strengthen the resilience, diversity and inclusiveness of the IP community.*

### OBJECTIVE 3.1 – ORGANIZATION OF CHOICE FOR IP PROFESSIONALS

In an ever-changing environment, it is vital we continue to position IPIC as a world-class and diverse community that supports an exceptional and highly trusted profession. Working to strengthen our membership to be more reflective of the Canadian demographic with broad regional representation will bring opportunities to further stabilize the already strong organization.

***Strengthen IPIC's position as the organization of choice for IP professionals and firms by clearly articulating a return on investment and by expanding our services to be reflective of the knowledgeable, diverse, inclusive community of professionals that we serve.***

### *We will achieve this by:*

- Developing a membership growth strategy that leverages IPIC's exceptional commitment to supporting highly educated, knowledgeable and trustworthy professionals and positions IPIC as the association of choice.





### OBJECTIVE 3.2 – CONNECTION

In a large country that stretches across six time zones, it is sometimes difficult to feel connected in community. We understand that community cannot happen without creating opportunities for meaningful connection on topics that matter across the entire spectrum of the profession.

***IPIC will continue to research and create new and innovative opportunities for the membership to build community and connection that considers the entire spectrum of the IP profession from coast to coast to coast.***

### OBJECTIVE 3.3 – PROMOTING AN ENVIRONMENT OF WELL-BEING

More and more we are inundated with information, technology and distraction. IP professionals who pride themselves on working in a fast-paced, demanding and high-pressured work environment are no exception. Making space to normalize conversations around diversity and inclusion, mental health and whole-person well-being will provide IP professionals with the tools and best practices they need to bring balance, equity and accessibility to their work.

***IPIC will continue to provide meaningful opportunities, tools, courses and knowledge to the membership that will empower the community to achieve better personal and professional harmony in a diverse, equitable, inclusive, safe and barrier-free arena.***

***We will achieve this by:***

- Developing a robust inventory of professional tools and well-being resources to support the membership.
- Creating forums and round table opportunities for the membership to connect and share their knowledge, ideas and experiences.
- Broadening and expanding opportunities to provide more accessible education and event offerings to include more French language options, and assistive technology services for those who have hearing or visual impairments.

***We will achieve this by:***

- Developing and providing a range of networking opportunities that will strengthen member networks and expand peer-to-peer and regional informal topic-focused connections.
- Identifying opportunities to build relationships with other global IP associations that could provide valuable connection, networking and knowledge opportunities for the membership.



# Conclusion

In a time where the world is evolving, innovating, and advancing at an unprecedented pace than we can often keep up with, the work of IP professionals is more important than ever. This strategic plan is a foundational guide for IPIC's approach to our work for the next three years and we are excited about what lies ahead for the profession and the world of innovation, growth, and advancement in Canada.



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