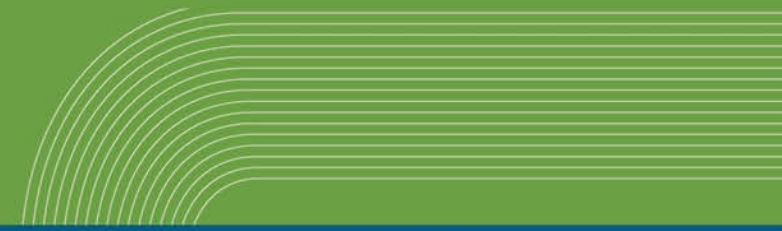


CAIRP Forums Presentation- Supplemental Information



André Bolduc
CPA, CA, FCIRP, LIT
CAIRP Chair



CAIRP 2024-25 Preliminary Results

- Annual Business Plan Process tied to Strategic Plan
 - Goals, strategies, action plans
 - Performance targets/measures/quarterly dashboard
 - Ensures transparency & accountability
- Sound financial position & controls
 - Financial risk mitigation efforts
 - Expecting a small operating surplus in 2024-25
- Membership fees held flat for 10th year

2024 – 2028 Strategic Goals/Priorities



Revitalize the
CIRP and LIT
brands

Strategies to support the goal

- Embark on outreach programs with members, educational institutions and industry stakeholders to raise profile of the CIRP designation and LITs
 - Focus on raising CIRP designation among industry stakeholders
 - Focus on raising profile of LIT among public
- Advocate to OSB and promote with members the need to uphold fair and ethical CIRP and LIT practices
- Humanize the image of CIRPs and LITs and the delivery of services to debtors and other stakeholders
- Promote inclusiveness and diversity of membership

Raising the Industry's Profile

CAIRP in the Media

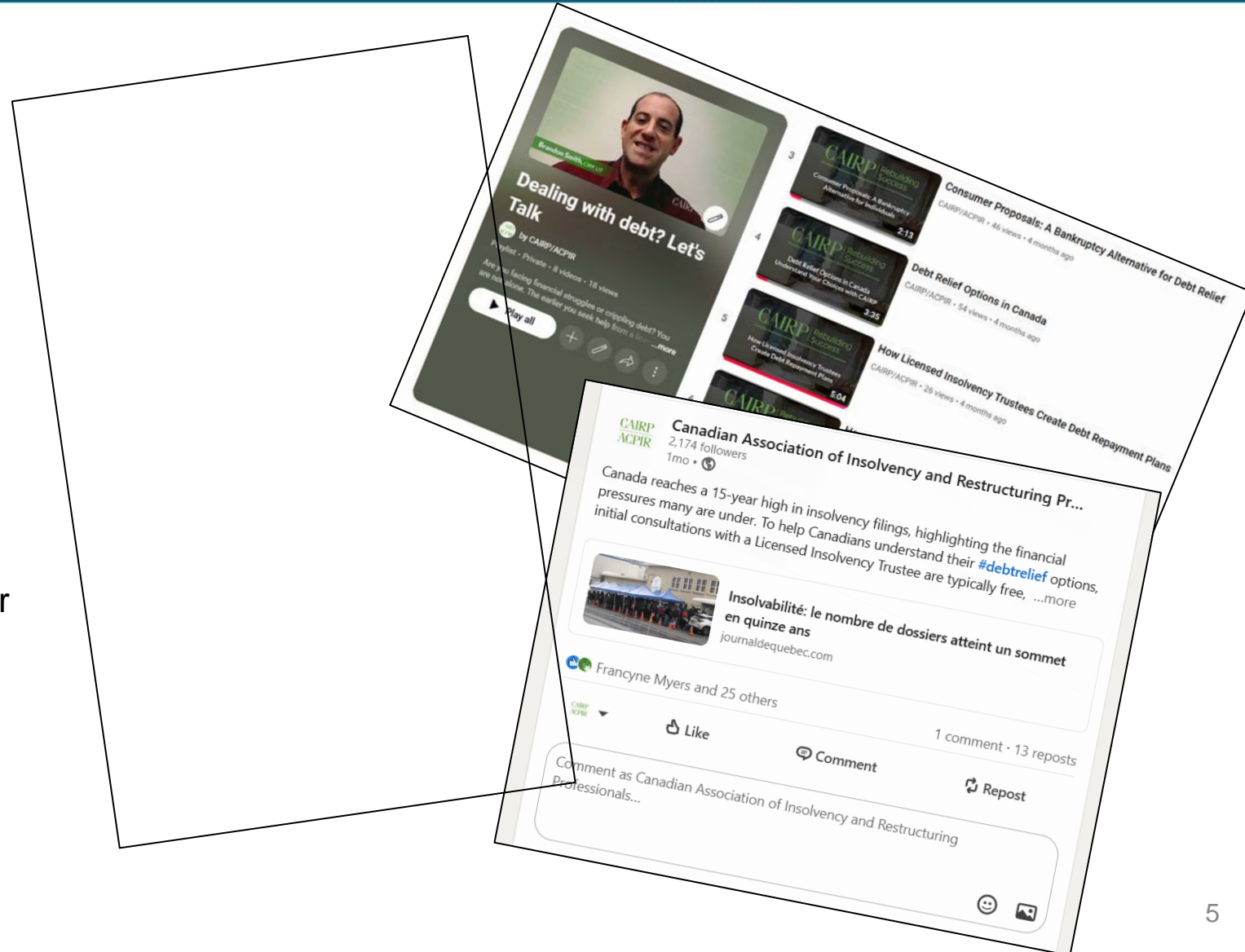
- Ongoing media outreach efforts:
 - 6 media releases in the last year with stories running on CBC, Globe & Mail, BNN, Toronto Star, Wealth Professional, Le Devoir, TVA, City News and regional media.
 - Over 1,000 media mentions and more than 434 media outlets have carried a CAIRP news story
 - All initiatives were amplified through CAIRP's social media channels



Raising the Industry's Profile

Social Media

- 16 blogs posts created by the Media Communications Committee on a variety of consumer-focused topics.
- CAIRP launched a new video + blog series called “Dealing with Debt? Let’s Talk” during Financial Literacy Month 2024.
- The videos were uploaded to CAIRP’s new YouTube channel and promoted across all our social media channels.



Raising the Industry's Profile

Developed:

- National and Provincial Backgrounders about the Insolvency and Restructuring industry

• Key Messages for members' use
Materials available on the member's only website

Upcoming efforts:

- Developing a Recruitment package
- Organizing Provincial briefings

CAIRP Key Messages

For Members Use

Updated: Monday, Mar 24, 2025

CAIRP | Rebuilding Success

Message / Question	Support / Additional Information
In 2024, consumer insolvencies reached the highest volume in 15 years, surpassing levels not seen since the 2009 Great Recession.	The surge underscores the mounting financial pressures faced amid increasingly challenging economic conditions and rising costs. <ul style="list-style-type: none"> • 137,295 consumers filed insolvencies in 2024, an 11% increase from 2023. • +6.1% consumer insolvencies in Q4 2024 vs. Q4 2023. • +2.5% consumer insolvencies in Q4 2024 vs. Q3 2024.
As financial pressures mount, many Canadians may feel overwhelmed by increasing debt.	The rising cost of living is putting increasing pressure on already stretched household budgets. At the same time, homeowners facing mortgage renewals face significant increases to their monthly payments.
Anyone struggling to manage their debt should speak with a Licensed Insolvency Trustee first.	<ul style="list-style-type: none"> • LITs are the only federally regulated debt professionals. • LITs are the only professionals authorized to administer consumer proposals and bankruptcies. • LITs are required to deliver reliable, unbiased advice and have access to all available debt-relief solutions. <ul style="list-style-type: none"> ◦ This may include options such as budgeting, consolidation, consumer proposals and bankruptcies. • LITs have legal authority to negotiate binding agreements on your behalf.
Licensed Insolvency Trustees can provide expert guidance to Canadians struggling with debt.	
Initial consultations with a Licensed Insolvency Trustee are typically free.	This provides individuals with valuable advice and no obligation to better understand their debt-relief options. To find a government-regulated Licensed Insolvency Trustee, visit www.cairp.ca/find-a-lit.html .
Business insolvencies in 2024 reached their highest number of filings in 15 years, showing that many businesses already face significant obstacles with an uncertain economic environment ahead.	<ul style="list-style-type: none"> • Annual business insolvencies: <ul style="list-style-type: none"> ◦ 6,188 filings in 2024 ◦ +28.6% in 2024 vs. 2023 ◦ +68.2% in 2024 vs. 2023 • Quarterly business insolvencies: <ul style="list-style-type: none"> ◦ +1.5% business insolvencies in Q4 2024 vs. Q3 2024 ◦ -12.4% business insolvencies in Q4 2024 vs. Q4 2023 • The construction sector experienced the largest increase in insolvencies in 2024 (+205).

CAIRP Key Messages – For Members Use – Updated Mar 24, 2025

MANITOBA'S INSOLVENCY INDUSTRY SUPPORTING ECONOMIC RECOVERY, RESILIENCE & VITALITY

The insolvency industry in Manitoba enables honest individuals facing financial difficulties to make a fresh start and offers struggling companies the opportunity for financial rehabilitation.

Matters related to bankruptcy and insolvency are governed federally, primarily, by the Bankruptcy and Insolvency Act (BIA) and the Companies' Creditors Arrangement Act (CCAA). These two acts provide legal means for individuals and companies experiencing financial difficulties to receive temporary protection from their creditors, the possibility to be discharged from their debt, and the fair and orderly distribution of available money from realized assets to creditors, affecting the lives and livelihoods of thousands of Manitobans every year by:

Revitalizing Distressed Businesses: The insolvency industry supports the survival of companies that provide essential goods and services vital to the economy's well-being, as well as those that preserve a significant number of jobs¹. Studies suggest that when creditor rights are protected in insolvency systems, it leads to lower borrowing costs, increased access to credit, better creditor recovery, and job preservation, ultimately benefiting the economy².

Providing Relief for Debt-Burdened Consumers: Financial comfort and preparedness are key aspects of an individual's overall well-being. Just as anyone experiencing a health crisis would seek help, the same is true for those in financial distress. Once an individual is in severe financial difficulty, for whatever reason, it is in everyone's interest – theirs, their lenders' and their loved ones – that they seek professional debt advice.

ROLE OF LICENSED INSOLVENCY TRUSTEES

Licensed Insolvency Trustees play a crucial role in assisting Manitoba consumers and businesses facing financial distress as the most educated, trained and qualified debt-relief professionals in Canada. Amid the current economic conditions, exacerbated by the financial impacts of the pandemic, more Manitobans are shouldering unmanageable debt. More than 25 LITs across the province provide tailored advice and debt solutions to help these individuals and businesses navigate provincial nuances in insolvency law and make informed decisions about their debt.

¹ Century Services Inc. v. Canada (Attorney-General), 210 SCC 60 (CanLii), [2010] 3 S.C.R. 379 at paragraph 18.

² The World Bank, Resolving Insolvency

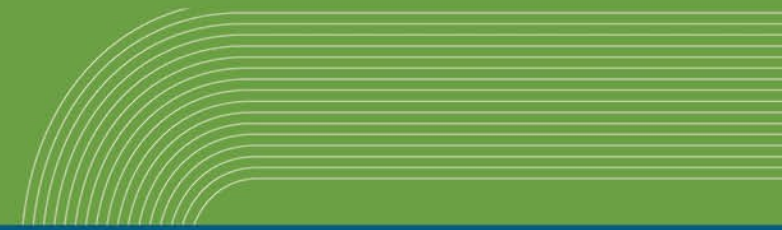
2024 – 2028 Strategic Goals/Priorities



Deliver
best-in-class
professional
education

Strategies to support the goal

- Complete CQP and other program renewals and evaluate their impact through stakeholder assessments of programs / courses /experiences
- Engage membership in determining topics/content for CPE offerings
- Ensure CQP and Continuing Education address how industry is affected by emerging issues and innovation / technology
- Explore potential to provide new courses, outside of CQP stream, to meet member needs
- Explore partnership opportunities with other educational and marketplace stakeholders
- Ensure CAIRP educational experiences set students up for success



Education: 2024-25 results

Education program delivered completely virtually, including the tutorial, all exams and CNIE assessment and appeal centres.

CQP Renewal has been completed.

**CNIE
pass rate**

68%

**iP3
pass rate**

76%

**PCIC average
pass rate over
2 exams**

96%

(June 24/Feb 25)

**IA pass rate
12 months**

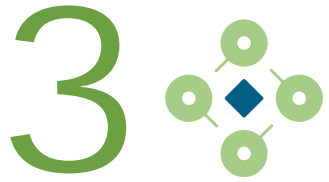
79%

(exam is on-demand)

Professional Development



2024 – 2028 Strategic Goals/Priorities



Timely
response to
developments
in insolvency
marketplace

Strategies to support goal

- Institute a comprehensive plan to update LIT compensation models
- Collaborate with OSB and provincial governments, in cooperation with provincial industry associations, to address lack of regulation of provincial Debt Advisory marketplace
- Identify, monitor, advocate and act on issues that may necessitate interventions, response to consultations, policy review, and position statements to stakeholders
- Provide thought leadership in shaping the profession and industry

OSB/CAIRP Collaborative & Strategic Relations

- Open dialogue – OSB Superintendent, CAIRP Chair, Vice Chair and CEO (Bi-weekly meetings)
- CAIRP/OSB/CRA Liaison Committee
- Consumer Practice Liaison Committee w/representation from OSB, CAIRP, Debtor, Creditor
- Quarterly meetings to discuss the issues around Debt Advisory Marketplace
- OSB-CAIRP-Vendor Working Group launched fall 2024– evolved to Digital Insolvency Governance Network (DIGN)
- Organized joint meeting of OSB-CAIRP Senior Executive to discuss a range of issues including the Debt Advisory Marketplace – February 2025
- OSB-CAIRP Joint Initiatives: Consumer Alerts, Diversity Initiatives

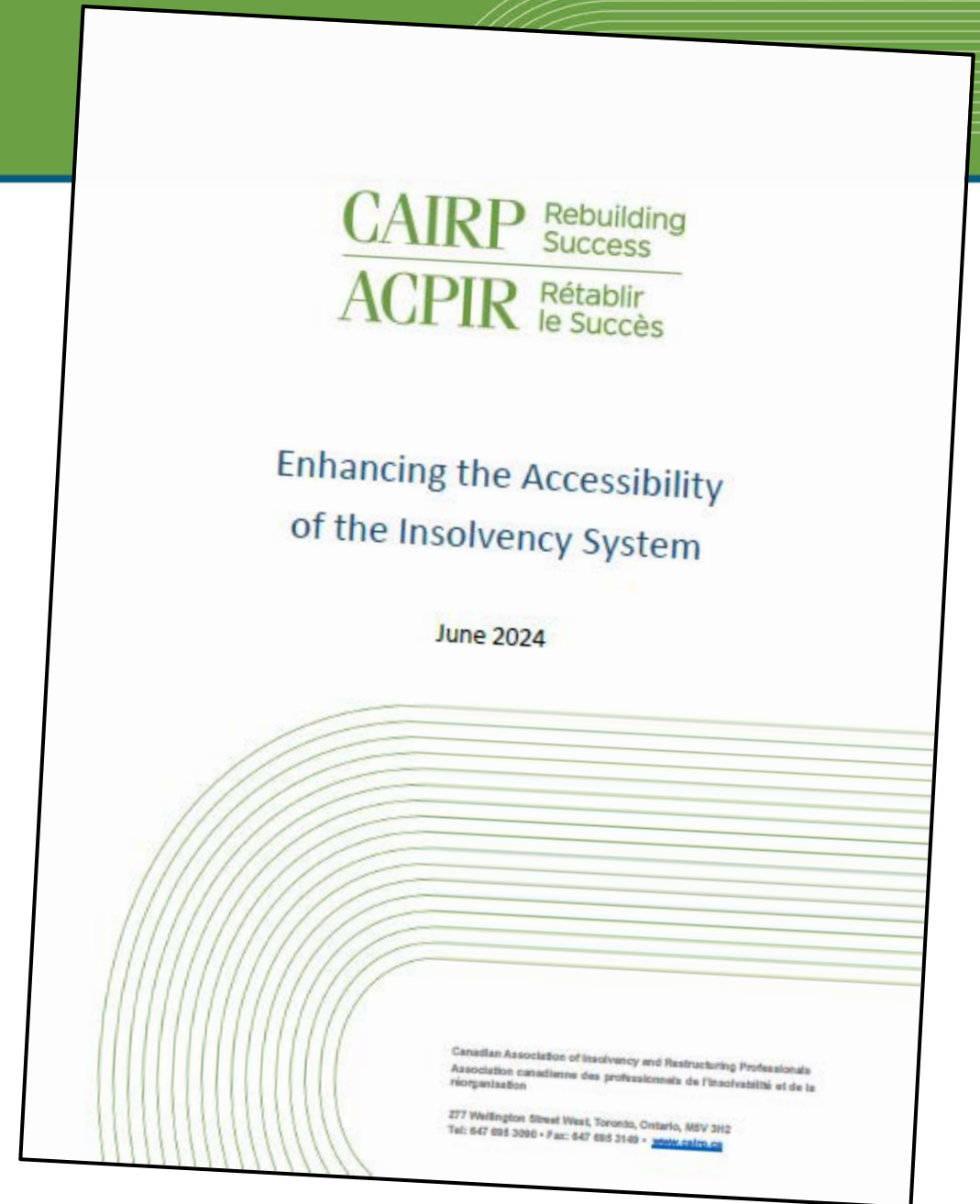
CAIRP 2024-25 Consultations/Working Groups - Advocacy

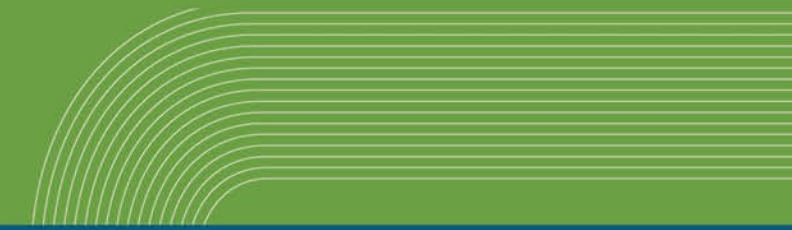
OSB

- Surplus Income Review Committee Working Group – Summer 2022- Spring 2025
- Consultation on Proposed changes to Form 31, Proof of Claim, Form 65, Monthly Income and Expense Statement of the Bankrupt/Debtor and the Family Unit and Information (or Amended Information) Concerning the Financial Situation of the Individual Bankrupt, Form 78, Statement of Affairs (Business Bankruptcy/Proposal) and Form 79, Statement of Affairs (Non-Business Bankruptcy/Proposal) – Fall 2022 – Fall 2024
- OSB-CAIRP-Vendor Working Group – now Digital Insolvency Governance Network (DIGN) – Fall 2024
- CAIRP's Submission for Enhancing the Accessibility of the Insolvency System – LIT remuneration – June 2024

LIT Remuneration - Tariff

- CAIRP Tariff Review Task Force put in place Summer 2023
- CAIRP Submission Enhancing the Accessibility of the Insolvency System - LIT Remuneration – June 2024
- Meetings with the OSB-CAIRP through the summer and fall





ISED/CRA/FCAC/EDC – Collaborative & Strategic Relations

ISED-CAIRP Meetings

- Discuss a range of insolvency and restructuring policy issues including Bill C-280, MSMEs and other emerging policy issues

CRA-OSB Regular Meetings

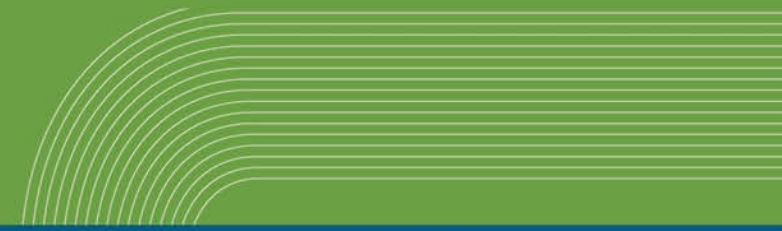
- Regular OSB/CRA/CAIRP Liaison Committee meetings and ad hoc discussions as required to resolve member issues such as Underused House Tax, CAIP and T3
- CRA Portal Project – CAIRP provided working group members for the initiative which would allow CAIRP members to e-File documents with the CRA, allow for two-way communications and better integration with systems – Commenced December 2021 with recent meetings held throughout 2024-25

FCAC/EDC/Student Loans/Labour Canada

- CAIRP's CEO is a member of the FCAC Consumer Protection Advisory Committee which meets regularly
- Established new relationship with Export Development Corporation (EDC) who have been tasked to manage the CEBA Loan Program. Meetings held quarterly going forward to share information and issues.
- Meetings with Canada Student Financial Assistance (CSFA) and Labour Canada (WEPP)

Interventions – Supreme Court of Canada

- Supreme Court of Canada decision in Poonian vs. British Columbia Securities Commission decision – July 2024
- Piekut vs. His Majesty the King in Right of Canada as Represented by the Minister of National Revenue – November 2024/ Decision April 2025



Government Consultations - Advocacy

CAIRP participated in six consultations with OSB, ISED, Finance Canada/Treasury Board and appeared before the Senate Committee reviewing Bill C-280 in September 2024. CAIRP provided the following submissions in 2024-25:

- CAIRP Submission for Enhancing the Accessibility of the Insolvency System – LIT remuneration – June 2024
- CAIRP Submission to Finance Canada on new Reporting Requirements for Trusts and Bare Trusts – September 2024
- CAIRP Opening Comments to the Standing Senate Committee on Banking, Commerce and the Economy – Bill C-280 – September 2024
- CAIRP Response to OSB Environment Scan Questions – January 2025
- CAIRP Response to OSB Consultation on Proposed Cybersecurity Measures – February 2025
- CAIRP Submission to annual Pre-Budget Consultations in advance of the 2025 Federal Budget – March 2025

2024 – 2028 Strategic Goals/Priorities



Ensure
resilience in
CAIRP's
operations
and services

Strategies to support goal

- Refresh member communications to provide timely information about issues facing the industry and showcase the value CAIRP is providing through its efforts in education, advocacy and standards of practice
- Explore potential merits and challenges to expanding membership categories to other groups in the insolvency marketplace
- Enhance potential revenue through value-added member education in core and ancillary areas
- Promote inclusiveness and diversity in its leadership and volunteer base

Membership: Member Firm Directory

New Member Firm Profiles

- CAIRP is planning to further enhance the Member Firm Directory by creating separate profile pages for each member firm.
- This will provide the public with more fulsome information on each member firm.
- It will also help to drive traffic to member firm websites and social media pages.

