

# ANNUAL REPORT

CREDIBLE, PROFESSIONAL, ACCOUNTABLE, CANADIAN.



### **Table of Content**

Message from the President	
Mission, Vision, Core Values	2
Career Services	3
CPAC Institute	6
Major Events	9
Young Professionals Division	11
Member Services	12
2022 Financial Statement	13
Funders, Sponsors and Partners	15
2022 CPAC Board of Directors	16
2022 CPAC Foundation Board of Trustees	17
2022 CPAC Board Committees and Staff	18



## Message from the President

In the past year, we slowly but firmly walked out of the 3-year pandemic and returned to normal life. The CPAC staff and volunteers worked very hard to keep our office open and our programs and operations running smoothly.

I am happy to report to members that we continued to run two highly popular career training and employment programs for prospective electricians and plumbers.

The CPAC Enhanced Mentorship Program offered newcomers a very unique opportunity to acquire the necessary knowledge and skills for the Canadian workplace. This successful career service program was the result of a successful partnership between CPAC and RBC.

CPAC continued to advocate for Asian communities, especially for the need of combating anti-Asian racism, through submissions and dialogues with different levels of governments.

After the release of the CPAC Institute's first research report in 2021 on leadership underrepresentation, we embarked on a second research project to examine East and Southeast Asian Canadian Experiences in Ontario Education. This project involves a substantial amount of groundwork and data collection in order for us to better understand how Asian Canadian experiences are reflected in Ontario's school system.

Also worth noting was the presentation of the first Equity, Diversity and Inclusion Awards by the CPAC Institute to two leaders who had made significant contribution in this field.

Finally, I would like to take this opportunity to thank all our funders, sponsors, donors and supporters, and our Board and staff for their hard work and dedication.

Sincerely,

Wangli

Ti Wang President



# MISSION, VISION, CORE VALUES

#### **MISSION STATEMENT**

CPAC is a training, education and independent research organization, serving immigrant professionals and advocating on issues important to Chinese Canadians, with the goal of achieving the full potential of a diverse and inclusive Canadian society.

#### **VISION**

A leading advocate for an inclusive Canadian society where people of all backgrounds are respected and equitably represented.

#### **CORE VALUES**

Professionalism - To perform with the highest standard

Volunteerism - To serve with no expectation of reward

Integrity – To behave with honesty and moral uprightness

Respect – To have due regard for others and their feelings, wishes, rights and customs

#### **MOTTO**

Together, we define the future



# CAREER SERVICES

CPAC has been serving the community of internationally educated professionals for three decades, offering a wide range of employment and career development programs and services. In response to the challenges brought about by the COVID- 19 pandemic since 2020, we had successfully developed a hybrid model of service delivery and continued to serve our clients via online platforms when possible and in-person training when necessary.

**Services for Job Seekers** 

- Prepare participants for employment via employment counseling
- Help participants understand skills gaps, identify transferable skills, and explore areas of growth
- Work with participants to develop job search strategy and action plan
- Match participants to job openings based on their skills and career interest

### **Services for Employers**

- Advertise job openings to members and the community
- Pre-screen candidates based on criteria set out by employers
- Provide promotional and hiring opportunities for employers at CPAC conferences and recruitment events

### PRE- APPRENTICESHIP PROGRAMS

CPAC offered two Pre-Apprenticeship Training Programs in 2022, one for Electrician Training

and the other for Plumber Training. These programs helped newcomers and youth from immigrant families to learn the necessary skills and start a gainful career in their chosen skilled trades.

Program participants received all necessary training for apprenticeship including Level 1 apprenticeship training and trade-specific skills development training, health & safety certification and academic upgrading. Work placement was provided to all participants, which enabled them to get certificates and land jobs for successful careers.



"I am happy to share some good news with you – I am now a journeyman candidate ready to write my Certificate of Qualification exam. This would not be possible had I not attended the CPAC Pre-Apprenticeship Electrician Program. Knowing how I benefitted from the program and got on track to a

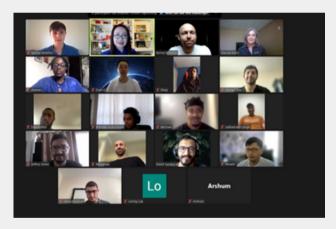


rewarding career, I have recommended the program to my brother, Frederico Icabales, who has a similar career dream, and hope he would be as lucky as I was to secure a spot in the program."

-- Luis Icabales, Pre-pprenticeship Electrician Program Participant

"I had always wanted to become an electrician but didn't know how until I came across CPAC's Pre-Apprenticeship Electrician Training program. It offers all I needed – skills training of the trade and more importantly, connections to employers. Thanks to the program, now I'm a registered electrician apprentice and will be a fully licensed electrician in a few years."

--David Wu, Program Participant



"If you're pursuing a career in the trades, prioritize reaching out to CPAC's dedicated staff. Their seamless support and guidance make for a smooth transition into the trades. Led by experienced instructors and industry professionals, the CPAC program provides essential knowledge and hands-on experience. With extensive training, safety certifications, and trade tools, CPAC prepares you for the job market and connects you with a vast employer network. Choose CPAC for a successful and fulfilling trade career."

--Shai Sakal, Pre-Apprenticeship Plumbing Program Participant



"I'm grateful for the opportunity to join CPAC's preapprenticeship plumbing program in Ontario. The support and guidance provided by CPAC have been invaluable in building my new career as a newcomer to the province. The

program's knowledgeable instructors and professional team offer a wealth of resources. One impressive aspect is the comprehensive approach, with training content applicable to various trades, providing a broad set of skills and knowledge. The program's inclusivity, offering free training and paid placements, removes financial barriers and promotes equal opportunities. I extend my sincere gratitude to Lily, Aliseen, and instructor Kenny Molotov for their dedication and support. I hope more people can benefit from this exceptional program and contribute to building a better Canada together!"

--Sherlock Liu, Pre-Apprenticeship Plumbing Program Participant

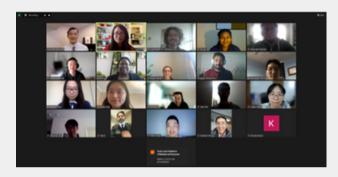
### CPAC- RBC ENHANCED MENTORSHIP PROGRAM

Mentorship has proved one of the most effective ways of helping immigrants starting their professional careers in canada. The CPAC Enhanced Mentorship Program, funded in part by RBC Royal Bank, aims to assist young professionals in gaining knowledge of the Canadian workplace, learning job search and related soft skills, and finding professional employments through the guidance and advice of established professionals (mentors). This enhanced mentorship program includes the additional components of employment counselling, effective communication, and job



search training that make the participants (mentees) job-ready when they begin to meet with their mentors.

In 2022, this program was delivered completely online due to the COVID- 19 pandemic, and helped 40 newcomers through two cohorts. The majority of them have landed professional jobs in their trained fields.



### **Program Contents**

- Mentoring by established professionals (12 weeks) Effective communication skills training
- One-on-one employment counselling Job search workshops
- Resume writing and interview preparation with an experienced career coach Internship and work placement opportunities
- Networking opportunities with our employers
- Connection with professional associations

### **Target Participants**

 Job seekers in the field of Engineering, IT, Accounting and Finance

### **Program Eligibility**

- Newcomer to Canada
- · Graduated from college or university
- CLB level 7 or above
- Eligible to work in Canada

"The CPAC Mentoring Program surpassed my expectations. The curriculum, instructors, and CPAC team created an environment for incredible growth and learning. The personalized mentorship provided invaluable insights, enhanced my skills, and expanded my network.



The support from instructors and the CPAC team was unmatched, giving me the confidence to overcome challenges. The program's community of like-minded professionals continues to be a valuable resource. I highly recommend the CPAC Mentoring Program for anyone looking to excel in their career. Special thanks to Lily He and my mentor, Jason Wei, for their exceptional guidance."

-- Carter Man, RBC-CPAC Mentoring Program Participant



"My experience with CPAC has been delightful and enjoyable, exceeding my expectations. I would give this program a perfect score of 10 out of 10. The program is wellorganized, with clear agendas and assignments. The staff and guest speakers are highly professional

and knowledgeable, providing practical information and answering questions with great passion. Throughout the program, I have gained valuable insights into the current job market, interview skills, networking, and more. What impresses me the most is the ongoing support provided by the program, even after the initial two weeks of training. The program manager and mentor have consistently followed up with me, offering heartwarming and extremely helpful assistance. I wholeheartedly recommend this program without hesitation."

-- Bruce Wu, RBC-CPAC Mentoring Program Participant



# CPAC INSTITUTE

### ABOUT THE CPAC INSTITUTE

The CPAC Institute is an independent research, education and training organization that provides research-based support for the understanding and elimination of systemic racism and barriers to equity, diversity and inclusion and for addressing specific issues concerning the well-being of Chinese Canadians.

# RESEARCH ON EAST AND SOUTHEAST ASIAN CANADIAN EXPERIENCES IN ONTARIO EDUCATION

After a series of research and discussions, the Institute selected and embarked on a new research project in 2022, East and Southeast Asian Canadian Experiences in Ontario Education, which aims to assess the level of inclusion of East and Southeast Asian Canadian histories and experiences in the Ontario curriculum for Grades 7-12. The project also attempts to identify the necessary training and resources required to promote inclusive education in this context.

This research is timely in light of the rise of anti-Asian racism during the COVID-19 pandemic, which is a sobering reminder that anti-Asian hate and other forms of racism and discrimination continue to plague the Canadian society. Statistics Canada's data revealed a staggering 301 percent rise in police-reported hate crimes targeting East and Southeast Asian Canadians from 2019 to 2020, with a further 16 percent increase from 2020 to 2021.

It has been widely recognized by the East and Southeast Asian communities and education scholars that an inclusive curriculum is crucial in addressing the ignorance that fuels the recurring spikes in anti-Asian racism. By incorporating inclusive educational materials and teachings, our schools would actively combat the root causes of racism and racial discrimination.

The ongoing research project is currently in the data collection phase. To gather valuable insights, an online survey is being disseminated to Grades 7-12 teachers, school administrators, and school board senior staff members across Ontario. In the meantime, one-on-one interviews are being conducted with educators to delve deeper into their experiences, perspectives and concerns.

### ANTI-RACISM COMMUNITY INFORMATION HANDBOOK

On May 29, 2022, CPAC Institute officially released the "Combatting Racism: A Community Information Handbook". This handbook was specifically produced for the East and Southeast Asian communities who have endured various forms of anti-Asian racism throughout the COVID-19 pandemic and are still subject to ongoing prejudice and discrimination. The handbook consolidates essential information aimed at





empowering the community, enabling them to understand their rights, identify the diverse manifestations of racism, and acquire practical techniques to effectively address racial discrimination, harassment, bullying, and hate crimes.

To ensure inclusivity and access, this handbook has also been translated into Chinese, Korean, Filipino and Vietnamese.

### EQUITY, DIVERSITY AND INCLUSION AWARD

The Equity, Diversity & Inclusion Award was established in 2022 by the CPAC Institute to recognizes outstanding Canadians, in any region of the country, who have made significant contributions to the advancement of human rights, equal access, equity, diversity and inclusion within an organization, a sector, a community or nationally.

By recognizing the contributions of these champions, the Institute wishes to amplify their impact and inspire more individuals from the racialized communities and those who are in positions of power to take action to acknowledge, confront, and eventually eradicate racism and all forms of discrimination from Canadian society.

The inaugural EDI awards were presented on May 29, 2022 to Ms Jennifer, a former corporate executive at the Royal Bank of Canada, and Dr. Joseph Y. K. Wong, a family physician in Toronto and well know community leader and philanthropist.





### PRESENTATIONS AND PUBLIC EDUCATION ENGAGEMENTS

CPAC's research and advocacy work in antiracism and advancing equity, diversity and inclusion became increasingly known to the communities, governments and academia. In 2022, CPAC's Executive Director Andi Shi and Research Associate Kate Zhang participated in various speaking engagements, roundtables and conferences, in the following roles:

- Panelist in 50-30 Challenge Training for the Municipality, University, School and Hospital Sectors organized by the Diversity Institute of the Toronto Metropolitan University. The 50 – 30 Challenge is federal government initiative to challenge Canadian organizations to enhance the representation and inclusion of diverse groups in their senior ranks, to eventually reach 50:50 gender equity and 30 percent representation from BIPOC communities.
- Presentation on research findings of underrepresentation of Chinese Canadian leadership at a Connections Café organized by the Action, Chinese Canadians Together (ACCT) Foundation
- Presentation of research findings at the 2022 Conference of the Canadian Society for the Study of Education, as part of the Congress of the Humanities and Social Sciences
- Panelist on an anti-Asian racism webinar





organized by the Canadian Centre for Diversity and Inclusion

- Presentation to the United Way Leading Social Justice Fellowship team
- Training session for the CPAC Leadership Club on anti-Asian racism
- Presentation for the United Way Chinese Advisory Council
- Panelist at the CEO Forum on equity, diversity and inclusion
- Member of the City of Toronto Mayor's Anti-Asian Racism Roundtable which advised the Mayor and produced an action plan for the City of Toronto to combat anti-Asian racism
- Contribution to the Canadian Human Rights Commission's Anti-Racism Guide as a member of the National Network of Stakeholders for Advancing Racial Equality

### RUNNING FOR OFFICE TRAINING

CPAC was part of the Run for It! training and coaching program, tailor made for Asian and Indigenous candidates and key campaign volunteers, as a means to support Indigenous and Asian Canadian participation and representation across Canada at all levels of elected public office including federal, provincial, municipal and school boards.



# MAJOR EVENTS

### **APRIL - INNOVISION SUMMIT**

The subject of the 2022 InnoVision summit was Metaverse. Entitled Metaverse: Possibilities, the online event featured experts from Canada, US and China to discuss everything you want to know about the metaverse evolution, its developments, impact on industries, society, work and life, the future of business and financial activities, and the influence of different realities on human interaction and personal well-being. About 300 attended the webinar and hundreds of people watched the video on YouTube during and after the event.



### MAY - INAUGURAL EQUITY, DIVERSITY & INCLUSION (EDI) AWARDS



The CPAC Institute proudly presented its first two Equity, Diversity & Inclusion (EDI) Awards on May 29, 2022. Jennifer Tory, a former corporate executive at the Royal Bank of Canada, and Dr. Joseph Y. K. Wong, a family physician in Toronto and well know community leader and philanthropist, were honoured at a special ceremony attended by friends, former colleagues and dozens of community leaders, at the Sheraton Parkway Hotel in Richmond Hill.

The CPAC Institute's EDI Award recognizes outstanding Canadians who have made significant contributions to the advancement of human rights, equal access, racial equity, diversity, and inclusion within an organization, a sector, a community or nationally.



### JUNE – ANNUAL GENERAL MEETING

The 2022 CPAC Annual General Meeting (AGM) was held on Zoom on the evening of June 29, 2022. Seven board members were re-elected at the AGM, and Mr. Ti Wang was re-elected as President for another term at the special board meeting immediately following the AGM.



The 2022 AGM was chaired by Mr. Andrew Xu, Board Member and Chair of the 2022 AGM Committee. Audience at the meeting heard the 2021 work report and financial report, and appointed the independent auditor for the next fiscal year.

The Board expresses its sincere thanks to Ms. Mia Wang, former Vice President, and Mr. Longhuan Kim, founding chair and former president, who stepped down from the Board of Directors after many years of dedicated service.

### NOVEMBER – ANNUAL GALA & 30TH ANNIVERSARY CELEBRATION

CPAC celebrated its 30th Anniversary at its 2022 Annual Gala, the first in-person gala event since 2019, on November 27th, 2022 at the Sheraton Parkway Toronto North. With the



theme of "Achieve and Aspire," the event also raised funds for its research, training and public education initiatives to raise awareness of and combat anti-Asian racism and advance racial equity, diversity and inclusion.

A highlight of the event was the presentation of the CPAC Professional Achievement Awards (PAA) and Young Achiever Award (YAA). These professional and awards highlight the community contributions of outstanding individuals and provide role models for members of the immigrant community. The recipients of the 2022 CPAC Professional Achievement Award were internationally renowned scientist Gang Zheng and musician George Gao. The 2022 YAA recipient was Miss Chen Chen, a Master's student at the Toronto's University of Department of Molecular Genetics.





# YOUNG PROFESSIONALS DIVISION

CPAC's Young Professionals Division (YPD), also known as CPAC-Enlight, is led by young professionals for young professionals and students. It was built on the vision that young people can realize their potential by meeting and learning from the best in business and industry. Enlight members represent a wide range of academic fields and industry sectors. cross-industry, cross-functional Through collaborations, YPD helps members develop skills, acquire new knowledge, and build networks that will help them succeed in today's dynamic global marketplace - while having fun.

YPD fulfills its mission through a series of well-planned events and activities throughout the year. Due to the COVID-19 pandemic, YPD presented all of its events in virtual, except two networking events.

### JULY- YOUNG LEADERS NETWORKING EVENT



This is CPAC Enlight's signature event. Over 500 young leaders attended the social networking event at the Fifth Social Club.

Participants had an opportunity to connect with peers and invited industry leaders. They had meaningful conversations about career, business and life over drinks in an enjoyable, relaxed atmosphere.

#### **OCTOBER- GOLF EVENT**



Young professionals from different industries and backgrounds came to learn golfing with instructors on a lovely weekend. As always, they also had a chance to know each other and established more connections.



## MEMBER SERVICES

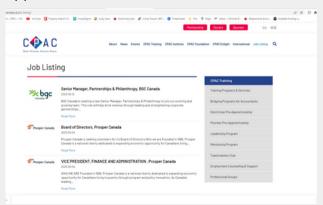
### **Knowledge Sharing Webinars**

A number of webinars were organized throughout the year covering a variety of topics, including Investment planning, Tax Tips and Home and Auto Insurance.



### **Job Listing on Website**

The Job Listing section was a new feature of the CPAC website. Many professional jobs are advertised on this page on a weekly basis. Members and job seekers are invited to visit the CPAC website and scroll though job opportunities.



### **Member Benefits**

- Member discount for all training courses and special events, including free professional conferences, workshops, and seminars to build social networks
- Free employment services support including employment counseling, understanding the job market, interview skills, resume critique, and job search workshops
- Save money on auto and home insurance with TD Insurance preferred rate
- Exclusive offer of up to 15,000 bonus points with the MBNA Rewards® Mastercard®
- Receive 10% off tuition of popular courses offered by Moody's Analytics (Canadian Securities Courses)
- Get cashback and rewards on HSBC Corporate Employee Banking Program
- Discounts at the Royal Ontario Museum
- Extra 10% off of the whole purchase at Chinese Book City
- Priority volunteer opportunities for Members' family members
- Weekly e-newsletters and updates on CPAC's services, events and activities, member benefits, and employment opportunities
- Voting right at CPAC's Annual General Meeting



# 2022 Financial Statement

#### **CPAC**

#### Statement of Operations Year ended December 31, 2022

	2022 \$	2021 \$
Revenues	Ψ	
Investment income	16,301	16,385
Membership fees	35,724	34,089
Sponsorship income	227,805	251,314
Administration recovery from affiliates under		
common control	130,000	60,000
Government funded programs International co-operation	640,937	599,194
Career Services	50,909	28,996
Other income	87,515	58,942 349,951
Program expenses:	1,189,191	1,398,871
Career Services	3,801	43,792
Salaries and benefits	279,591	290,635
Government funded programs expenditures	645,265	590,247
International co-operation	305	159
Other programs	44,446	204,128
17.11.0	973,408	_1,128,961
Administration expenses:		
Advertising and promotions Interest and bank charges	7,699	2,159
Salaries and benefits	3,240	4,561
Insurance	39,686	40,131
Office expenses	12,518 22,727	12,078 13,066
Professional fees	17,917	9,995
Property maintenance and occupancy cost	41,019	38,574
Telephone	3,052	3,089
	147,858	123,653
Total expenses	1,121,266	1,252,614
Excess of Revenues Over Expenses from operations	67,925	146,257
Amortization	(42,519)	(45,740)
(Loss) gain on sale of marketable securities	(17,628)	122,154
Gain on expropriation of land	691,500	-
Unrealized investment loss	(190,268)	(31,583)
Excess of Revenues Over Expenses	509,010	191,088



# 2022 Financial Statement

CPAC		
Statement of Financial Position		
December 31, 2022		
	2022	2021
	2 <u>022</u> \$	2021 \$
Assets	J	v.
Current		
Cash and term deposits	1,258,008	209,740
Accounts receivable	83,904	337,929
Government remittances receivable	-	66,582
Prepaid expenses and deposits	3,709	2,185
	1,345,621	616,436
Loan receivable from affiliates under common		
control	189,307	07 725
	105,507	97,725
Property, plant and equipment	1,112,565	1,202,704
Marketable securities	1,120,842	1,334,387
	_3,768,335	_3,251,252
Liabilities	3,768,335	3,251,252
	_3,768,335	3,251,252
Current	_3,768,335	
Current Bank loan	-	66,654
Current Bank loan Accounts payable and accruals	312,007	
Current Bank loan Accounts payable and accruals Government remittances payable	-	66,654
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre-	312,007 1,311	66,654
Current Bank loan Accounts payable and accruals Government remittances payable	312,007 1,311 24,306	66,654 229,058 -
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre-	312,007 1,311	66,654
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre-	312,007 1,311 24,306 337,624	66,654 229,058 - - - 295,712
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Preapprenticeship training program	312,007 1,311 24,306	66,654 229,058 -
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre- apprenticeship training program  Bank loan - long term	312,007 1,311 24,306 337,624 40,000	66,654 229,058 - - 295,712 40,000
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Preapprenticeship training program  Bank loan - long term  Net Assets	312,007 1,311 24,306 337,624 40,000 377,624	66,654 229,058 - 295,712 - 40,000 - 335,712
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Preapprenticeship training program  Bank loan - long term  Net Assets General fund	312,007 1,311 24,306 337,624 40,000 377,624	66,654 229,058 - 295,712 40,000 335,712 2,089,770
Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre- apprenticeship training program  Bank loan - long term  Net Assets General fund Membership fund	312,007 1,311 24,306 337,624 40,000 377,624 1,857,780 441,931	66,654 229,058 - 295,712 40,000 335,712 2,089,770 475,770
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Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre- apprenticeship training program  Bank loan - long term  Net Assets General fund Membership fund	312,007 1,311 24,306 337,624 40,000 377,624 1,857,780 441,931 350,000 741,000	66,654 229,058 - 295,712 
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Current Bank loan Accounts payable and accruals Government remittances payable Deferred contribution related to Pre- apprenticeship training program  Bank loan - long term  Net Assets General fund Membership fund Contingency fund	312,007 1,311 24,306 337,624 40,000 377,624 1,857,780 441,931 350,000 741,000	66,654 229,058 - 295,712 



## FUNDERS, SPONSORS AND PARTNERS

On behalf of the members, clients and communities that we serve, we sincerely thank all the funders, sponsors and partners that support us.

#### **PARTNERS**

**TD Insurance** 

**RBC Royal Bank** 

**CPA Ontario** 

**HSBC** Bank Canada

**MBNA** 

Seneca College

Centennial College

**YWCA Toronto** 

Toronto Metropolitan University

Moody's Analytics

Royal Ontario Museum

Chinese Book City

#### **FUNDERS**

Government of Ontario

Government of Canada

**RBC Foundation** 

#### **SPONSORS**

**TD Insurance** 

Enbridge

CIBC

**CPA Ontario** 

**HSBC** 

Scotia Bank

Shenglin Financial Group Inc.

**CAA South Central Ontario** 

H. Howard Shen Professional Corporation

**HUM Law Firm** 

DTS Advance Logistics Inc

**CGICA** 



# 2022 CPAC BOARD OF DIRECTORS



Ti Wang President



Helen Cao VP/Treasurer



Bess Song Vice-President



Lynda Xu Vice-President



William Liu Secretary



Lawrence Yu Ombudsperson



**Howard Shen** 



Eric Xiao



Andrew Xu



Margaret Yang



Bill Ye



Stan Yu



Hugh Zhao



Peter Zhou



# 2022 CPAC FOUNDATION BOARD OF TRUSTEES



Joe Ng Patron



David Kuo Advisor



Richard Lim Advisor



Ti Wang President



Helen Cao



Adrian Cheung



Lai-King Hum



William Liu



**Howard Shen** 



Lynda Xu



# 2022 CPAC BOARD COMMITTEES & STAFF

#### **CPAC Board Committees**

**Executive Committee** 

Governance Committee

Finance Committee

Human Resource Committee

Strategic Planning Committee

**CPAC Foundation Committee** 

**CPAC Institute Committee** 

Property, Investment Committee

Younge Professionals Division

Committee

Public Relationship Committee

Programs/Key Events Committee

Community/Membership Services

Committee

International Exchange Committee

#### Staff

#### <u>Administration</u>

Andi Shi, Executive Director

Nancy Fu, Office Coordinator

#### <u>Program</u>

Jason Yi, Program Manager

Lily He, Program manager

Aliseen Bennett, Employment Counsellor & Job Developer

Olivia Lum, Employment Counsellor & Job Developer

#### **Operations**

Joe Yang, Manager of Operations

Tinna Xu, Coordinator, Communication and Events

#### **CPAC Institute**

Kate Zhang, Research Associate



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