



2021

ANNUAL

REPORT



ICCRC is the national regulatory body that promotes and protects the public interest by overseeing regulated immigration and citizenship consultants and international student advisors. Designated by the federal Minister of Immigration, Refugees and Citizenship, ICCRC began regulating immigration consultants in 2011, and citizenship consultants and international student advisors in 2015.

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Immigration Consultants of Canada Regulatory Council (ICCRC)

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Message from the Chair of the Board



It is my distinct honour and pleasure to present this Annual Report to our licensees and to the public.

This year marks the 10th anniversary of the Immigration and Citizenship Consultants of Canada Regulatory Council (ICCRC) and this will also be the final Annual Report as it has been announced that ICCRC will officially be continued as the College of Immigration and Citizenship Consultants later this year.

This has been a year of tremendous challenge and excitement. The work with IRCC and key stakeholders continued, and we moved another step closer to fulfilling our mission of protecting consumers and enhancing the profession. The *College of Immigration and Citizenship Consultants Act* (Canada), S.C. 2019, c. 29 (the College Act), was proclaimed in force on December 9, 2020, and pursuant to subsection 84 (1), ICCRC was granted the right to apply to be continued as the College. In May, the Minister of Immigration, Refugees and Citizenship informed us of his intent to accept our application to be continued as the College of Immigration and Citizenship Consultants, and for the College to come into existence in the fall of 2021.

In 2021, the Council delivered significant advances towards these goals including:

- The launch of the new Graduate Diploma in Immigration and Citizenship Law offered by Queen's University in January 2021 and the impending launch in August of the D.E.S.S. en réglementation canadienne et québécoise de l'immigration by the Université de Montréal. This new higher standard of entry-to-practice education replaced the Immigration Practitioner Programs (IPPs) as of August 1, 2020.
- The launch of the Specialization Program, a new educational and competency verification program to ensure RCICs have the required knowledge, skills and judgement to practise before the Immigration and Refugee Board (IRB). Successful completion of the program and Specialization Exam is required to obtain the RCIC-IRB class of licence.
- The approval and release of the Essential Competencies for RCICs and RISIAs which underlie the Council's move to competency-based regulatory programs and increased standards based on the essential competencies. Developed in direct consultation with RCICs from across Canada, this is an important step in the ongoing evolution of our immigration consulting profession.
- The adaptation of our fraud prevention campaign to target a broader audience through an international digital campaign aimed at aspiring immigrants, international students, and temporary workers, as well as a social media campaign on Facebook, Twitter and LinkedIn to share fraud prevention tips in languages spoken by potential immigrants.

In addition to these important improvements to increase the standards of the profession, the Council has also guided the development of a specific and distinctive branding for the new College, which will set a new narrative for the profession and an identity that will speak to the valuable role it holds in the immigration ecosystem.

Burlington, Ontario Mayor Rick Goldring officially opens ICCRC head office in 2012



Also, during FY2021 our Professional Conduct Department has continued to evolve its management of complaints and discipline and set in place improvements to complaint outcomes and timelines. The Department's unauthorized practice strategy is underway with a dedicated team that has begun the process of tracking unauthorized practitioners and conducting research on those that have lured clients by impersonating RCICs further damaging the reputation of our profession.

Despite the continuation of the COVID-19 pandemic, ICCRC management and staff, along with the Board of Directors, have remained focused on enhancing the stability of the organization as it takes the remaining steps in the transition to become the College.

I share the enthusiasm of my colleagues on the Board for the future of the College.

Thank you for the privilege to serve as Board Chair for this auspicious year.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Stan Belevici', written in a cursive style.

Stan Belevici, LLL, LLM, JD, RCIC
Chair of the Board of Directors



Message from the President and CEO



The year 2021 was again one of significant challenges. It is my honour and privilege to continue to serve as the President & CEO of the Council during this time of great and positive change.

As we weather year two of the COVID-19 pandemic, we have all felt its impacts on our daily lives. At the Council, it has shaped how we conduct business as a regulator, and how we respond to the COVID-19 impact on those we regulate. Virtual meetings (including our 2020 Annual General Meeting [AGM]) and conferences have shaped our interactions with others and amongst ourselves. These unexpected challenges, coming at a time of significant change for the profession, have added even more complexity to this critical time.

As noted by our Chair, this year marks the 10th anniversary of the Council and the final year of our three-year Strategic Plan established by the Board in 2018. This plan set out the following principal goals:

1. Uphold and protect the public interest through the regulation of the profession
2. Establish, maintain and enforce qualifications to meet rising professional standards
3. Manage relations with stakeholders to develop and maintain public confidence in the regulator

It is gratifying to note that, as of this coming fall, we will have met and exceeded most, if not all, of the specific objectives set out under each of these broad and aspirational goals. For example, our Chair notes the successful launches of the Specialization and the Graduate Diploma Programs. Our dedicated and growing professional staff have also set the wheels in motion for many other Strategic Plan objectives to reach fruition in time for our next Annual Report. These include a mentoring-based practical experience component for new entrants, revamped Practice Management Education courses and a new, more streamlined approach to the accreditation of Continuing Professional Development to name just three.

By far our greatest achievement, however, has resulted from our continued engagement with the federal government. December 9, 2020 saw the coming into force of the *College of Immigration and Citizenship Consultants Act (Canada)* and, in May 2021, the Minister of Immigration, Refugees and Citizenship signaled his acceptance of our application for continuance, and set the expected opening of the College for the fall of 2021. This is welcome news, but there is much still to be done to get us there.

At the same time as the announcement of the College, the federal government also released the proposed *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees* and invited public comment. We conducted a licensee survey and held a series of webinars to inform them and gather insightful feedback which was provided to Immigration Refugees and Citizenship Canada (IRCC) through a detailed comment letter. We will continue to engage with IRCC as the Code is finalized in preparation for the opening of the College. We are also developing detailed interpretations to assist College licensees in complying with the new Code.

Throughout the year, we also engaged in virtual meetings with provincial and territorial ministers of education and immigration to inform them of our move to competency-based education, and the launch of the Graduate Diploma Program. I am pleased to report that our presentations were well received and have laid the groundwork for further interactions and collaboration.

Our increased engagement with Global Affairs Canada's foreign missions and other regulatory and enforcement agencies has provided us with a better platform to address and battle fraud in the immigration space. This year we launched a global digital awareness campaign to take our fight against immigration fraud directly to the consumers of immigration services, in their home jurisdictions and in their preferred languages.

Whilst these more public initiatives have rightly captured the limelight, the Council has not neglected its internal resources. Our department of Professional Conduct continues to expand its capacity to enforce the rules, manage the discipline process, and prepare for its new College Act powers to address unauthorized practitioners. In addition to the significant educational initiatives outlined above, our Professional Standards, Research, Education and Policy Department has been busy with the implementation of the Essential Competencies for both RCICs and RISIAs, as well as with new research to help us better understand the profession and its licensees, and to inform our decisions. Our Public Affairs and Communications staff once again led an engaging Fraud Prevention Month campaign focusing on digital awareness and is proceeding with the development of the College's distinctive new branding and public narrative.

In spite of the challenges, Board and Committee members, and Council staff have seamlessly shifted into high gear as continuance approaches and we move another step closer to Canada's immigration and citizenship consultants taking their place alongside Canada's other self-regulated professions.

On behalf of all Council staff, I thank our dedicated Board of Directors, Chair and Vice-Chair, and you, our licensees, for the unqualified support we have received during this exciting year of change. None of this would be possible without your continued contributions!

Yours sincerely,



John Murray, LLB, LLM
President & CEO

Annual General Meeting in Vancouver, British Columbia, November 2019



About ICCRC

ICCRC is the national regulatory body that promotes and protects the public interest by overseeing regulated immigration and citizenship consultants and international student advisors. Designated by the federal Minister of Immigration, Refugees and Citizenship, ICCRC began regulating immigration consultants in 2011, and citizenship consultants and international student advisors in 2015.

Mandate

The Council's federal mandate stems from the *Immigration and Refugee Protection Act (IRPA)* and the *Citizenship Act*, which require anyone providing Canadian immigration and citizenship advice or representation for a fee or other consideration to be a member in good standing of the Council, a Canadian law society or the *Chambre des notaires du Québec*.

Individuals providing Canadian immigration and citizenship services abroad are subject to Canadian law even if they reside outside of Canada.

Consistent with regulatory bodies, the Council fulfills its mandate by:

- Establishing entry-to-practice requirements for applicants seeking admission into the regulated professions;
- Overseeing the professional development and conduct of RCICs and RISIAs;
- Licensing professionals;
- Receiving, investigating and adjudicating complaints; and
- Administering a disciplinary process to sanction professionals who fail to meet the regulator's standards.

Vision

The Council's vision is to be recognized by the public, governments and members as the trusted regulator of immigration and citizenship consulting services. We will achieve this vision by effectively regulating the immigration and citizenship consulting profession and promoting the benefits of using authorized representatives who are held accountable for any misconduct.

Values

Transparency

Share decisions, policies, procedures and disciplinary outcomes with members and the public.

Excellence

Achieve excellence in all endeavours.

Integrity

Maintain the highest moral and ethical standards.

Fairness

Ensure that policies, practices, procedures and decisions are justified and well understood.

Accountability

Ensure that the Board of Directors, management and staff take full responsibility for actions and decisions.

Communication

Welcome members, stakeholders and the public to contact the Council on any matter relating to the regulation of the Canadian immigration and citizenship consulting profession.

Transition to the College

From Creation to Implementation

The transition to the new College of Immigration and Citizenship Consultants started with the *College of Immigration and Citizenship Consultants Act* being passed by Parliament in June of 2019. The foundation of the new College results from representations by ICCRC and other supporters from 2011 to 2019 that noted that ICCRC lacked the statutory authority to fulfil its public interest mandate.

Though the unexpected global pandemic delayed the transition to the College, ICCRC continued to further develop structures and programs in preparation of its continuance as the College.

The new College will have a new mandate, enhanced authority, and more effective tools and resources to regulate and govern the profession in the public interest.

July 1, 2020 – June 30, 2021



December 9, 2020

Coming into force of the College Act



December 11, 2020

ICCRC applies to be continued as the College pursuant to the College Act



May 18, 2021

Letter from the Minister of Immigration, Refugees and Citizenship stating his intent to accept the application for continuance and set the date of continuance in the fall of 2021

Next Steps

- Ministerial order approving the continuance of the Council as the College and specifying the date of continuance
- Ministerial final order setting the number and composition of the final College Board of Directors and prescribing a date by which the new Board must be in office
- The College to hold an election for the licensee directors on the new Board

The High Commission of Canada in India meeting, March 2020



Key Statistics



RCIC Jurisdiction	Year End June 2021	% of RCICs per Jurisdiction
British Columbia	2118	27%
Alberta	943	12%
Saskatchewan	130	2%
Manitoba	227	3%
Ontario	3430	43%
Québec	785	10%
New Brunswick	29	0%
Prince Edward Island	17	0%
Nova Scotia	63	1%
Newfoundland and Labrador	18	0%
Yukon	2	0%
Northwest Territories	3	0%
Nunavut	0	0%
International	220	3%
TOTAL	7985	

RCICs Preferred Language

English 7561
French 424



RISIA Jurisdiction	Year End June 2021	% of RISIA per Jurisdiction
British Columbia	76	25%
Alberta	36	12%
Saskatchewan	9	3%
Manitoba	4	1%
Ontario	113	37%
Québec	52	17%
New Brunswick	7	2%
Prince Edward Island	1	0%
Nova Scotia	5	2%
Newfoundland and Labrador	0	0%
Yukon	0	0%
Northwest Territories	0	0%
Nunavut	0	0%
TOTAL	303	

RISIA Preferred Language

English 276
French 27

220 RCICs International

Antigua	1	Hong Kong	11	Mauritius	1	South Korea	4
Australia	4	India	35	Mexico	4	Spain	2
Brazil	1	Iran	7	Morocco	9	Switzerland	1
Cambodia	1	Iraq	1	Netherlands	1	Taiwan	2
China	27	Israel	3	New Zealand	1	Thailand	2
Colombia	1	Jamaica	2	Nigeria	1	Turkey	3
Ecuador	2	Jordan	2	Pakistan	8	United Kingdom	7
Egypt	1	Kenya	1	Philippines	3	United Arab Emirates	14
France	1	Kuwait	2	Qatar	2	USA	38
Georgia	1	Lebanon	2	Saudi Arabia	0	Uzbekistan	1
Germany	2	Mali	1	Slovakia	1		
Guyana	2	Malta	2	South Africa	2		

Profile of the Profession

RCIC Statistics

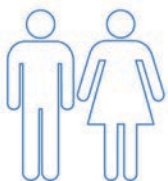
Membership has grown considerably during the Council's ten years of operation. The number of RCICs has grown to 7,985 from 6,744 in 2020 with an unprecedented increase of 1,241 new RCICs. More than two-thirds of RCICs are from Ontario and British Columbia. Québec and Alberta saw once again a steady increase of RCICs with another 109 and 125 added this year, respectively.

RCIC Jurisdiction	Year End June 2021	Year End June 2020	Change Last Year
British Columbia	2118	1787	331
Alberta	943	818	125
Saskatchewan	130	114	16
Manitoba	227	193	34
Ontario	3430	2832	598
Québec	785	676	109
New Brunswick	29	23	6
Prince Edward Island	17	16	1
Nova Scotia	63	50	13
Newfoundland and Labrador	18	14	4
Yukon	2	2	0
Northwest Territories	3	3	0
Nunavut	0	0	0
International	220	216	39
TOTAL	7985	6744	1241

RISIA Statistics

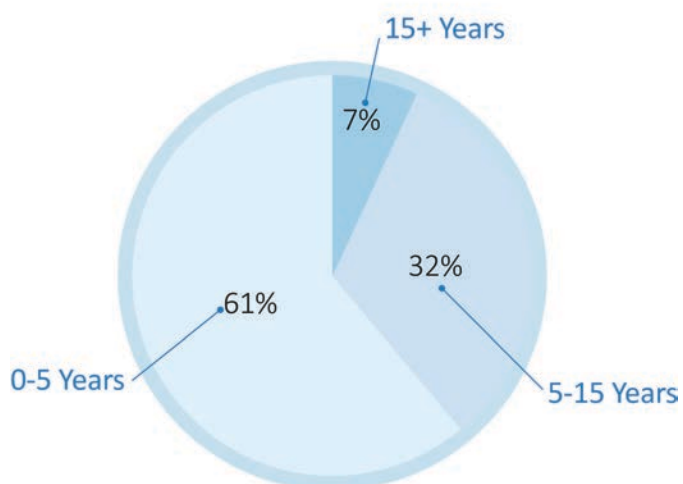
The number of RISIAs has grown from 208 last year to 303 this year. Gender distribution remains the same with most registrants being female.

Distribution of Membership and Registrants



	RCICs	RISIAs
Male	52%	22%
Female	48%	78%

Membership by Years of Immigration Consulting Experience



Office of the Registrar



Mandate

Administer the national Entry-to-Practice Exams (EPEs) for RCICs and RISIAs, admit qualified new applicants to membership and registration and issue licences to practise. Ensure that RCICs and RISIAs continue to meet their professional responsibilities and ongoing obligations through the administration of the Council's administrative regulations and the completion of the Annual Renewal process.

EPE Administration

As government lockdown measures continued, the Council's planned return to in-person testing for the RCIC and RISIA EPEs was delayed. Strong EPE application numbers arising from the large number of graduates from the now-discontinued Immigration Practitioner Programs (IPPs) wishing to attempt the EPE required the Council to add additional EPE writing sessions for 2021.

Membership and Registrant Growth

Strong EPE results drove continued growth in both members and registrants. Facilitated by the introduction of an online application process in August of 2020, and changes allowing qualified applicants to apply for conditional membership pending employment resulted in nearly 8,000 active and conditional members "in good standing" as of June 30, 2021, as well as 303 RISIAs. Note that members licensed on a conditional basis are permitted to use the RCIC designation for employment seeking purposes but are not authorized to practise until they have submitted appropriate employment or self-employment information and the condition is removed by the Registrar.

Quality Management Program

RCICs and RISIAs are expected to meet ongoing competence standards regardless of how long they have been in practice. This applies whether they provide services directly to clients or students, teach the profession, or interact with other professionals. Applying the knowledge, skills, judgment, and professional behaviours required to meet the client's or student's needs upholds the professional image of the profession. The Council's Quality Management (QM) Program, now under development, will form part of the Annual Renewal process in 2022.

Salon de l'immigration et de l'intégration in Montréal, Québec, September 2021



Professional Standards, Research, Education and Policy (PREP)



Mandate

Carry out the development of the Council’s strategic plans, standards of practice, regulations, and By-laws, and oversee the Council’s role in education and research.

Research and Thought Leadership

Mobilizing science to support the growing reputation of an organization is recognized as critical to its success. Accordingly, the Council has made evidence-based decision-making and research-based partnerships one of the pillars of its transition to the College. Moreover, the Council took immediate steps to create a strong research infrastructure to support the growth of a Research Centre over the next five years. The Professional Standards, Research, Education and Policy Department (PREP) oversees the Council’s engagement in research and spearheads this important initiative. The Research Centre will serve as a hub of excellence in scholarship and research and will provide a platform for social and cultural debate, research, policy analysis and formulation, member engagement, and education related to professional regulation and immigration.

Survey Research

The Impact of the COVID-19 Pandemic on the Immigration Consulting Practice

The COVID-19 pandemic has resulted in unprecedented social and economic changes that have impacted many professionals.

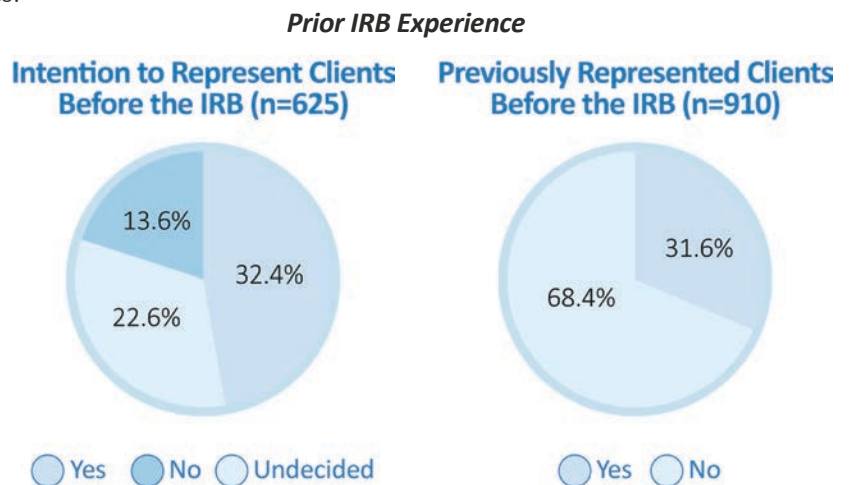
The Council responded to the challenges posed by the pandemic on the Canadian immigration consulting practice by launching two surveys. Specifically, in March of 2020, a COVID-19 survey was launched to capture licensees’ perceptions regarding the early stages of the pandemic and initial impacts it had on their practice. The results were published in the [March 2021 Bulletin](#). They were used to inform the Council’s COVID-19 relief strategy which included a deferment of quarterly dues, a 12.5% reduction of membership dues/registration fees, and the creation of a COVID-19 FAQ webpage with practice management advice and other useful resources. A [follow-up survey](#) was distributed to licensees in March 2021 to understand how immigration consulting practices were coping with the evolving challenges posed during the pandemic. Overall, 3,025 RCICs participated in the surveys.

Findings from the surveys provided important insights into how our licensees were coping in response to COVID-19 and the impacts the pandemic has had on their practice. Additionally, the research provided an overview of our licensee’s demographic information and practice profiles. The pandemic has highlighted the contribution of immigrants and immigration service providers to the well-being of our communities and across all sectors of the economy.

IRB Specialization Survey

The purpose of the survey was to capture feedback from licensees who represent clients or assist in the representation of clients before the Immigration and Refugee Board of Canada (IRB) to assist and verify the design of the Specialization Program (read the *Specialization Program and New Class of Licence* section for more details). The survey was conducted in October 2020 and completed by a total of 909 RCICs.

Overall, the survey results validated the program design and potential enrollment projections for the program pathways (i.e., Prior Learning Assessment and Recognition [PLAR] pathway, Hybrid pathway and Education pathway). For example, findings surrounding prior licensee experience at the IRB had significant program relevance in terms of projecting the potential enrollment numbers for each pathway.

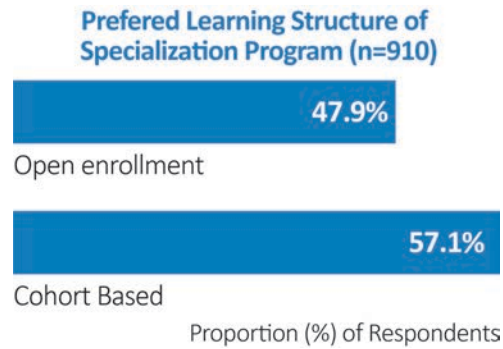


Additionally, findings from the course design and development questions validated both the cohort-based approach, time requirements, and educational design of the Specialization Program.

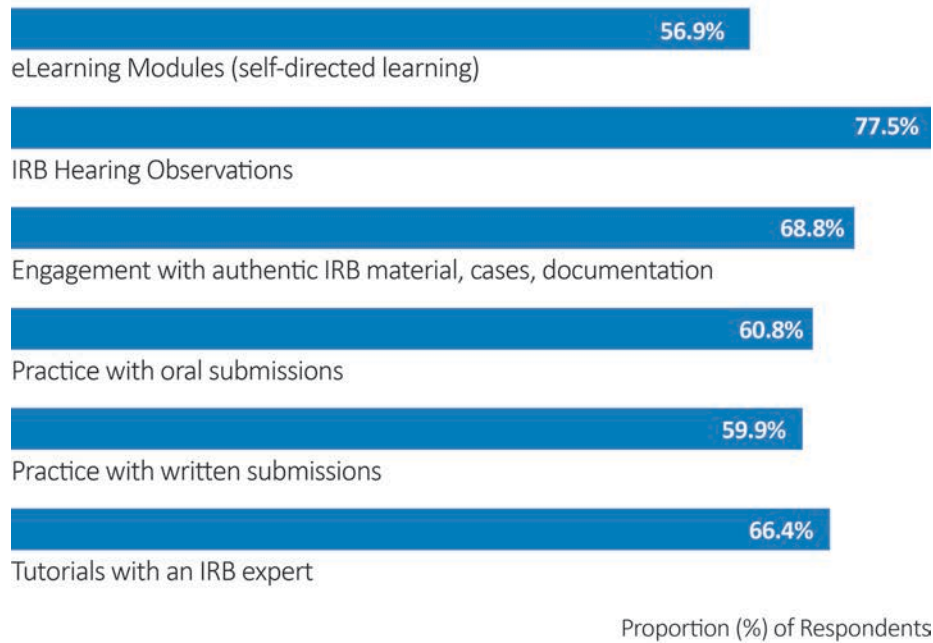
Cohort-based approach includes learners in structured cohorts with other learners; some components are self-directed, and others are completed as a shared class experience with live tutorials and instructor(s).

Open enrollment is described as a self-directed learning experience, whereby learners take the course at any time, independently, with no interaction with other learners or instructor, and no live tutorials.

Perceived Program/Course Design & Delivery



Perceived Preferred Program Delivery



Professional Standards and Education

Graduate Diploma Program

The Council's endeavour to enhance prospective RCICs' education standards, and directly address the educational concerns raised by the Report of the Standing Committee on Citizenship and Immigration (CIMM Report), started in October 2018 with a Request for Proposals to retain educational providers to design, develop and implement a graduate diploma program. Accordingly, the Immigration Practitioner Program (IPP) was sunset.

The last enrollment of students in the IPPs was set for July 31, 2020. To ensure a smooth transition, IPP students have been given until December 31, 2022, to complete their program.

Queen's University Graduate Diploma in Immigration and Citizenship Law (GDipICL) and the D.E.S.S. en réglementation canadienne et québécoise de l'immigration offered by the Université de Montréal are the only educational pathways for individuals who want to become RCICs. The first English cohort started in January 2021, and the French cohort is set to roll out in August 2021.

The launch of these new programs represents a significant upgrading of the pre-requisite education standard for Council licensing, essentially raising entry-level education requirements from an undergraduate to a post-graduate level.

Practice Management Education

Mind the Gap

In early 2020, the PREP Department conducted an analysis to assess the compliance rate of licensees with the *Practice Management Education (PME) Regulation*. The Department identified that there were 935 RCICs who had gone beyond their first 12 months of membership but had not completed all the mandatory PME courses. In total, 2821 courses were outstanding. Subsequently, the Mind the Gap project was launched. It involved preparing enrollment and timeline projections, increasing both the number of PME courses being scheduled per month and the PME class sizes. In addition, the project's communication plan included an ongoing communication with the PME-deficient licensees to remind them that, as per the Regulation, they were subject to fines and additional disciplinary measures for failure to complete mandatory courses. Completion deadline was set to April 2021. As a result, the non-compliance numbers decreased significantly by about 50%.

However, continued monitoring of non-compliance statistics illustrated that PME non-compliance remains an issue. The PREP Department proposed a new plan to address the non-compliance of PME-deficient licensees while ensuring uninterrupted access to PME courses for new licensees. The PREP Department will schedule additional PME courses to ensure sufficient spaces are made available to accommodate both new RCICs in their first year of membership and the deficient RCICs who have not yet completed the mandatory courses.

PME Deficient Licensees

Courses	Sept. 28, 2020	Dec. 17, 2020	Jan. 28, 2021	Mar. 4, 2021	Apr. 8, 2021	May 31, 2021
Agents	253	131	118	138	128	147
Client Account	298	156	143	165	148	171
Client File Management	339	171	151	177	158	176
Complaints and Professional Conduct	N/A	N/A	N/A	N/A	N/A	294
Developing the RCIC and Client Relationship	437	208	188	223	201	228
Ethical Practice	353	191	160	185	166	187
Managing an Immigration Consulting Practice	386	196	171	197	192	208
Planned or Unplanned Absence	450	276	261	286	270	291
Retainer Agreement	305	163	146	163	141	157
Total outstanding courses	2821	1492	1338	1534	1404	1565
Total PME-deficient RCICs	935	506	465	503	474	505

PME Strategic Review

A full, strategic review of the PME program was undertaken. This process provides an excellent opportunity to integrate Continuous Quality Improvement (CQI) measures into the curriculum to ensure:

- Programming is meeting the needs of licensees
- Course content is responding to the evolution of the profession
- Programming integrates timely support for areas of concern in the profession

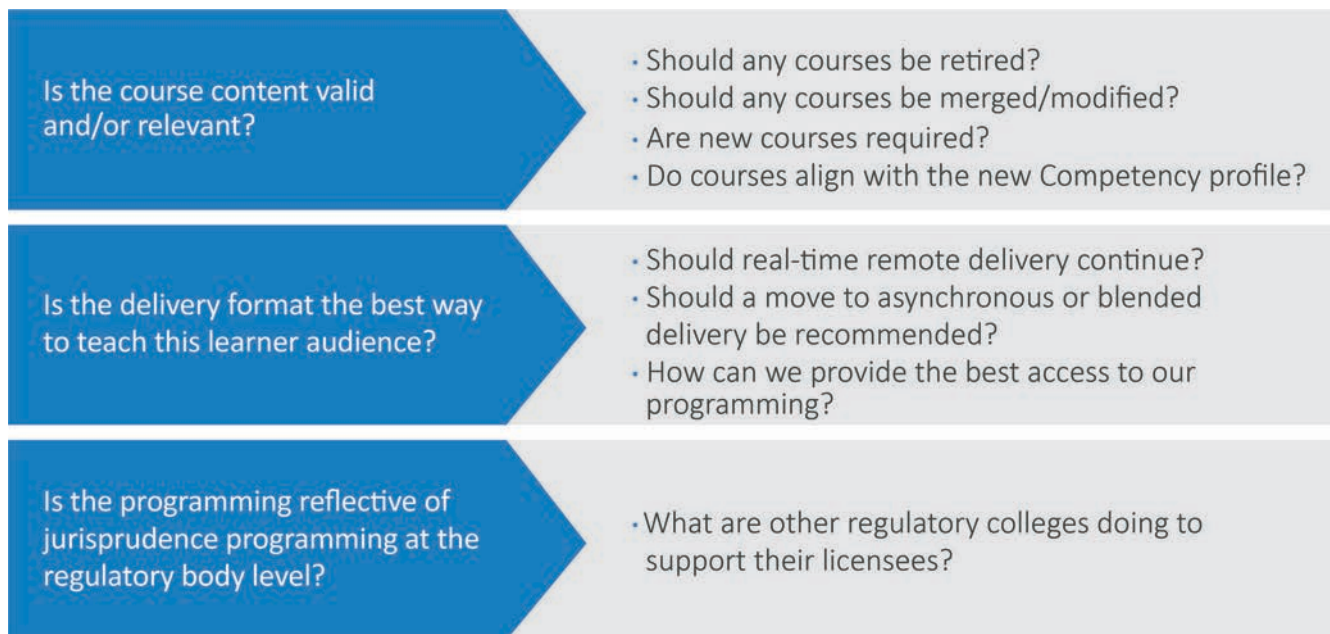
Through the strategic review, we seek to validate the curriculum, ensure alignment with the [Essential Competencies for RCIC Practice](#), and ultimately protect the public by providing high quality education to licensees.

This project will include multiple data points:

1. Graduate survey to gather feedback on the existing program
2. Subject Matter Expert (SME) audit evaluation of the current content
3. Environmental scan of jurisprudence programming at regulatory Colleges
4. New Law/Code/Regulation Analyses
5. Longitudinal summary of course-instructor evaluations

Following the collection and analyses of all data sources, formal recommendations regarding the structure, content, and delivery of the current PME program will be put forward.

Guiding Questions for the PME Strategic Review



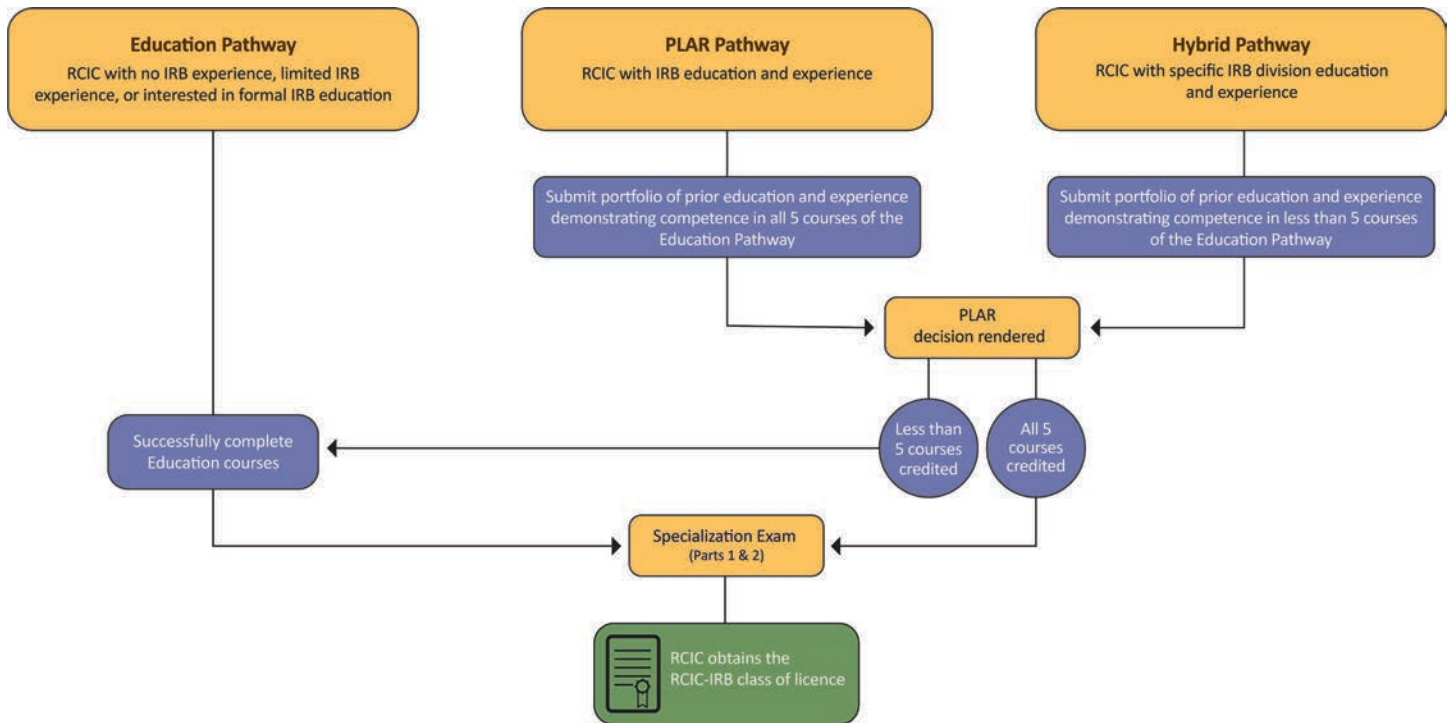
Specialization Program and New Class of Licence

Competence to represent clients before the IRB was a key concern raised during the 2017 CIMM hearings on the regulation of immigration consultants. The Council undertook to develop an educational program to support RCICs who elect to practise in this area.

The Specialization Program is founded on the newly developed Essential Competencies for RCIC Practice (2020), and key competency-based education and assessment principles.

The program – offered in English and French – is set to launch in August and September 2021 respectively. Successful completion of one of the three approved pathways (PLAR pathway, Education pathway or Hybrid pathway) and of the Specialization Exam will result in RCICs being awarded the RCIC-IRB class of licence, authorizing them to practise before the IRB. It is expected that the RCIC-IRB class of licence will become mandatory for RCICs choosing to practise before the IRB as of July 1, 2022.

Specialization Program Pathways



The Education pathway of the Specialization Program is comprised of five courses which include online educational modules, comprehensive, interactive tutorial sessions with SMEs, and competency-based assessments.

Program and Course Design

	PRE-WORK	E-LEARNING	OBSERVATION	TUTORIAL	ASSESSMENT
CSIR101 Foundations of the IRB	<ul style="list-style-type: none"> Asynchronous Essential readings Key questions and reflections Discussion board posts 	<ul style="list-style-type: none"> Asynchronous Dynamic modules Case-based scenarios Feedback oriented Quizzes 	<ul style="list-style-type: none"> Experiential Immigration and Refugee Board observations 	<ul style="list-style-type: none"> Briefing Simulation with simulated participants Mock Tribunal Debriefing 	<ul style="list-style-type: none"> Progress Test Quizzes Summative Oral – Mock Tribunal Summative Written – Mock Tribunal
CSID101 Immigration Division					
CSIA101 Immigration Appeal Division					
CSRA101 Refugee Protection Division					
CSRA101 Refugee Appeal Division					

Four of the Education pathway courses have live tutorial sessions, each three hours in length. Tutorials constitute the experiential learning component of the program. Experiential learning is a learner-centered pedagogy. In its simplest form, it means learning from experience or learning by doing.

Program and Course Design

Live Tutorial Sessions	Experiential Learning	Inspired by Real-Life Cases
<ul style="list-style-type: none"> • ID, IAD, RPD, and RAD courses have live tutorial sessions • 3 hours in length 	<ul style="list-style-type: none"> • Tutorials constitute the experiential learning component of the program 	<ul style="list-style-type: none"> • Mock tribunals (role play) and simulation inspired by real-life cases • Learners engage with authentic documentation to build their strategy

The Education pathway of the Specialization Program was developed in three phases, in consultation with subject matter experts, RCICs practising before the IRB, IRB Members, and the faculty of the Queen’s University Graduate Diploma Program:

- Phase 1 – Establishment of content validity and evaluation of overall course delivery for the education pathway
- Phase 2 – Formal reliability and validity evaluation of the in-course assessments and development of the PLAR pathway
- Phase 3 – Design of operational aspects for all pathways and establishment of the policies that govern the Specialization Program

Mentoring Program

Given the significant value of mentoring in skill development, the Council undertook a literature review to identify mentoring models and evaluate their success and relative benefits within the immigration consulting profession context.

On April 6, 2020, ICCRC launched a survey-based study to gather information on the licensees’ perception regarding the proposed mentoring program. A large majority of the participants agreed that the Council should launch a structured mentoring program to support RCICs’ career development and to provide guided exposure to practice. Most licensees (81%) agreed that practical experience is vital to successful practice and, therefore, agreed (75%) that the Council should establish a well-structured practice-oriented Mentoring Program.

The PREP Department started developing an integrated Mentoring Program which will provide:

- A supportive environment with the access to expert, guided exposure to practice throughout a licensee’s career
- A smooth transition to practise with supervised practice for licensees who have successfully passed the EPE but lack practical experience
- A way to address competency gaps of non-compliant licensees

The Mentoring Program will target three groups of licensees to effectively address the unique concerns and areas of competencies within.

Integrated Model of Supervision and Mentoring

Supervised Mentoring	Voluntary Mentoring	Remedial Mentoring
<ul style="list-style-type: none"> • Conditional licensees • Unique objectives • Mandatory • Feedback assessment 	<ul style="list-style-type: none"> • All licensees • Unique objectives • Feedback assessment 	<ul style="list-style-type: none"> • Non-compliant licensees • Unique objectives • More robust assessment

The full Mentoring Program will be launched in 2022.

Accreditation Frameworks

One of the topics on the 2017 CIMM's agenda was the need for the new regulatory body to act as an accreditation agency and require appropriate continuing education for immigration consultants to maintain their licence.

Accreditation is a key feature of many medical education systems and the same applies to the immigration consulting profession. It helps ensure that programs teach and assess learners according to applicable standards, provide optimal learning environments, and produce professionals who are competent to practise in the challenging and evolving immigration system¹.

Accordingly, the PREP Department is working on accreditation frameworks for pre-registration education and ongoing education. The goal of these frameworks is to provide a robust and quality-focused model that takes into consideration elements of accreditation based on the procedures currently in place (regulators or accrediting bodies), the literature in the area and the validation process.

Key deliverables of the frameworks include:

- The accreditation framework:
 - Validated accreditation standards and requirements
 - Guidelines on how to fulfill those requirements
 - Key definitions
 - Status indicators
 - A process guide
- Templates for accreditation process(es)
- Training for stakeholders

Continuing Professional Development

PREP conducted research to understand the needs, advantages, and challenges to establish competency-based Continuing Professional Development (CPD) requirements in line with our shift from knowledge-based to competency-based education, and a new accreditation process for CPD providers. The Council's CPD strategy will be supported by stakeholder engagement and training. Competency-based CPD requirements and a new accreditation process will enable the College to address the limitations of the current CPD Program.

In addition, the PREP Department is completing revisions to two regulations governing CPD requirements for RCICs and RISIAs. The CPD Regulations outline the annual requirements and approval process for CPD hours for licensees.

Policy

The policy branch of the PREP Department has taken the lead to develop standards for policy development. The new standards will ensure that all organizational policies are evidence-based, follow the same format, are consistent, tracked, reviewed, and updated on a regular schedule. Collaboration with the Department of Public Affairs and Communications (DPAC) throughout this key process ensures consistency of terminology and language in both official languages.

The revision of the By-law is an important aspect which ensures the Council's ability to function as the College. Accordingly, in preparation of the Council transition to the College, the Policy Branch supported the President & CEO on several governance-related initiatives. Moreover, the PREP Department worked with the President & CEO and the Professional Conduct Department to review the proposed *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*.

¹Source: S. Taber, N. Akdemir, L. Gorman, M. van Zanten and J.R. Frank (2021). A "fit for purpose" framework for medical education accreditation system design. BMC Medical Education. Retrieved from: <https://bmcmmededuc.biomedcentral.com/articles/10.1186/s12909-020-02122-4>

Project Management

The Council transitioned to a project-management driven organization and established a framework to manage its portfolio of strategic projects.

The Project Management Branch of the PREP Department has built and implemented an Organizational Project Management (OPM) framework that aligns strategic initiatives with business resources and requirements. This framework is founded on the principles of CQI, provides a solid governance structure, and enables ICCRC to share knowledge and expertise interdepartmentally and across the organization.

The Council is committed to being a proactive and dynamic organization as it transitions to the College. Project management will help ensure ICCRC staff are equipped with the required tools, knowledge, and resources to support licensees.

Annual General Meeting in Toronto, Ontario, November 2012



Professional Conduct



Mandate

Investigate and resolve concerns and complaints about RCICs and RISIAs, balancing public protection with a fair and objective process.

Continuity and Continuous Improvement

The Professional Conduct Department continued its seamless transition to remote work thanks to its pre-existing digital workflows, the shift to online hearings (since 2018), and the significant efforts, dedication, and innovativeness of its staff. The Department also moved ahead with the improvement of complaint resolution outcomes and timelines.

- Early Resolutions – Development of additional remedial tools to address a broader array of practice management issues commonly identified in complaints, with the aim of correcting those issues before they lead to further complaints.
- Tribunal Committees Case management – Development of new guidelines by the Tribunal to improve decision-making efficiency at the Tribunal level (Discipline, Fitness to Practise and Registrar Appeal Committees). The guidelines were adopted to facilitate more effective case management, the early settlement of proceedings, and the handling of adjournment requests.
- Partnerships – Continued collaboration with government departments at both the federal and provincial levels to promote knowledge sharing and to both coordinate enforcement and avoid duplication of efforts.
- Voluntary Resolution Program – Continued expansion of the program to quickly address minor mistakes or breaches of the Code or regulations and ensure that this behaviour is rectified before it is repeated.
- Department case management system – Leveraging of the case management system to identify patterns of problematic conduct (e.g. selling jobs, repeatedly accepting retainers for applications that have no chance of success).

College Transition

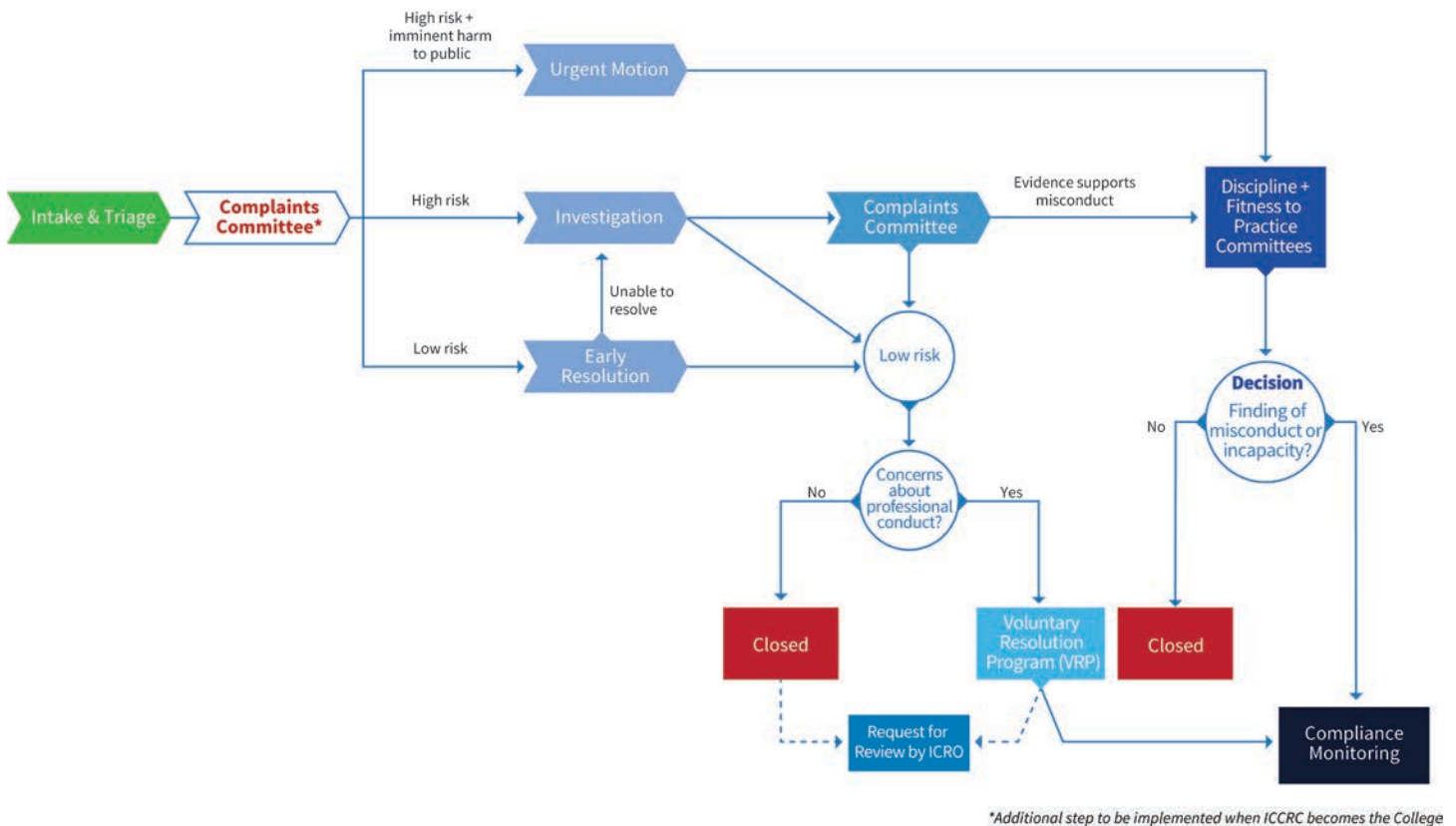
The Department took further concrete steps to ready itself for the imminent transition to the College of Immigration and Citizenship Consultants.

- Expanded Complaints Committee function – ICCRC's By-law was amended to accommodate the new College legislation. Under this legislation the Complaints Committee adopts the responsibility of screening complaints prior to investigations. The Committee comprised of RCICs and non-RCICs received additional training to ensure it performs this function effectively.

Annual General Meeting in Toronto, Ontario, November 2014



Complaints and Discipline Process



- New Code of Professional Conduct – The federal government released this year the draft *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*, which RCICs and RISIAs will abide by when the College is operational. The most notable differences from the current ICCRC Codes are the
 - expanded requirements for consultation and service agreements
 - prohibition on referral fees
 - prohibition on providing immigration and recruitment services to the same client (with exceptions)

The above address areas that frequently lead to disputes between clients and RCICs and ultimately complaints. Department staff reviewed the new Code, participated in consultation sessions with IRCC and RCICs, and responded to the comments and questions of RCICs about how the new Code would apply.

Unauthorized Practice (UAP)

Last year the Department developed a preliminary strategy for addressing unauthorized practitioners (UAPs) built around the new statutory powers ICCRC will gain as the College. The Department has now recruited a small team for tackling this long-standing issue, which could not be effectively addressed without statutory powers. The team has begun tracking UAPs and conducting research on those that have lured clients by impersonating RCICs.

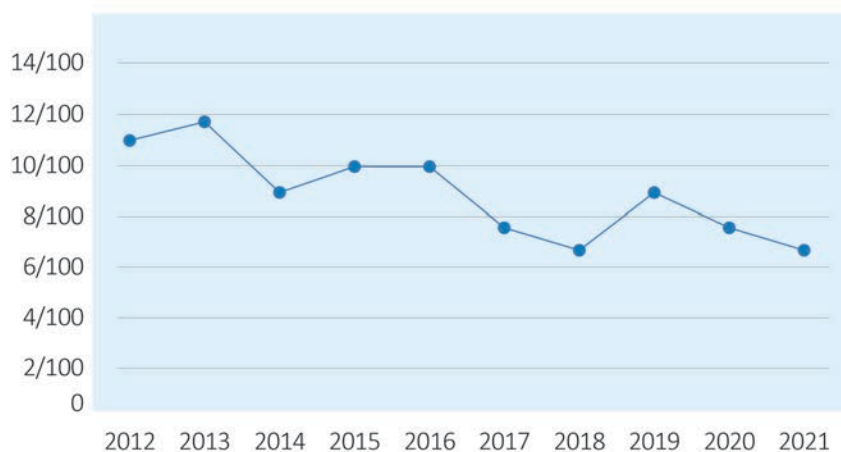
Year-end Highlights

The number of complaints against RCICs has increased this year from 499 to 528. However, given the increase in membership, the rate of complaints relative to the size of the membership has decreased. In 2011 the rate was 10 complaints per 100 RCICs and is now 7 complaints per 100 RCICs.

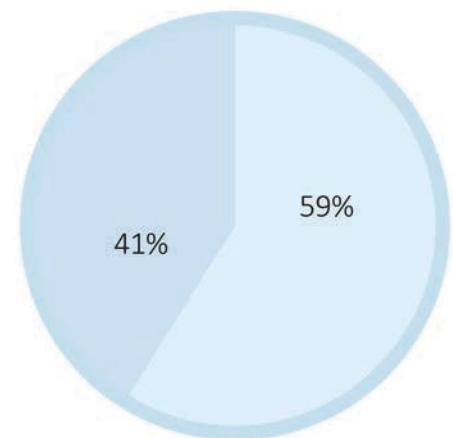
Complaints Received	2020-2021	2019-2020	2018-2019	2017-2018	Since Inception*
New complaints received against RCICs	528	499	488	356	3696
New complaints received against unauthorized practitioners	40	62	91	71	1563
Total Complaints Received	568	561	579	427	5259

*New complaints received between July 1, 2011 and June 30, 2021.

Complaints per 100 Members



Proportion of open complaints Attributable to 74 Members (1%)



Proportion of Complaints Attributable to Members

A small number of members continue to attract a disproportionate number of complaints. The 1% of members with the most complaints (74 RCICs) are responsible for 41% of open complaints.

The Department continues to employ strategies to address this uneven distribution, namely by prioritizing these complaints so that they are resolved expeditiously.

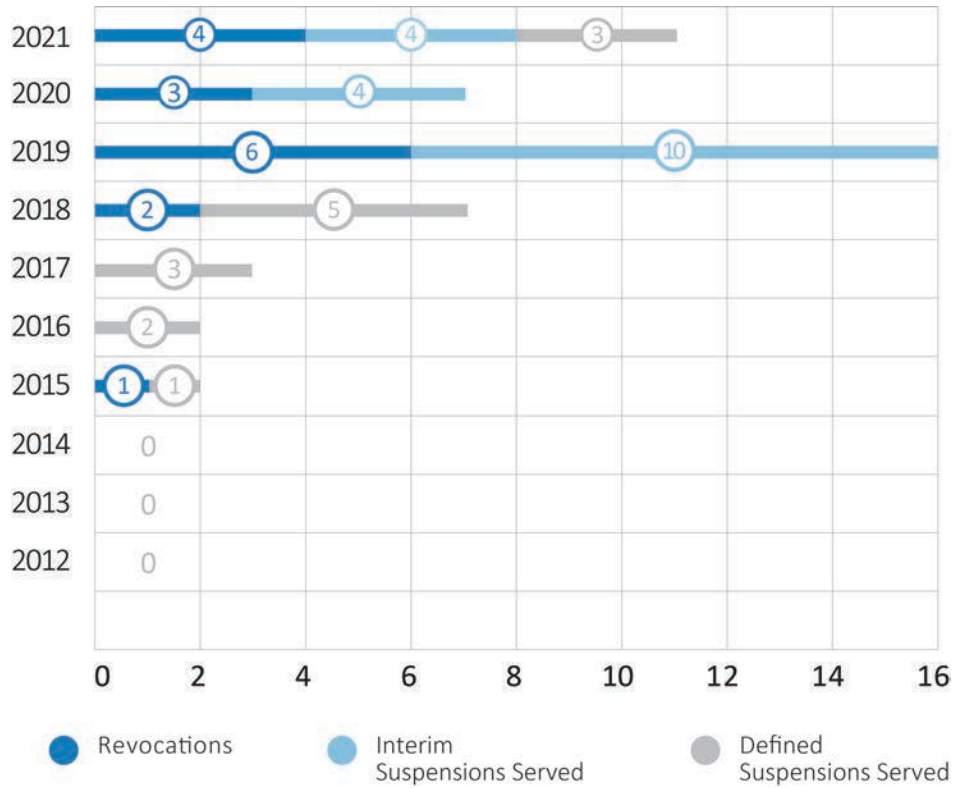
- Complaints attributable to this 1% of membership
- Complaints attributable to the rest of membership

Key Areas of Alleged Misconduct

The Department continues to receive complaints alleging the problematic activities below.

- Not providing regular updates on application
- Not refunding fees for incomplete work
- Not providing a Retainer Agreement
- Failing to train or supervise agents/staff
- Improper billing

Disciplinary Suspensions & Revocations



Public Affairs and Communications



Mandate

Maintain and enhance ICCRC's reputation, profile and brand among internal and external stakeholders. To deliver its mandate, the Department delivers high-quality material to licensees and other stakeholders, develops ads and awareness campaigns, manages the Council's website and social media, and engages in media relations and outreach activities.

Public Protection

Fraud Prevention Month

For many years ICCRC has concentrated its efforts on protecting the public through an awareness campaign – Fraud Prevention Month (FPM) – that takes place every year in March. Global context, trends in communications media, and source countries of immigrants to Canada require, however, that we continuously adapt our strategy. This year we focused on digital communications as COVID-19 has reinforced the power of online information. We also paid a particular attention to the Indian immigrant pool as a result of our partnership with the Canadian High Commission in New Delhi.

Digital and Social Media Initiatives

Message

Ask people to verify their immigration consultant using the ICCRC Public Register

- *International digital campaign*
 - Maple Diversity, an ethnic media agency, was hired to target aspiring immigrants (economic class), international students and temporary workers.
 - Ads were produced in 26 countries in their native languages.
- *Social media campaign*
 - Daily content was posted on Facebook, Twitter, LinkedIn, YouTube, Weibo, WeChat, Baidu and Instagram to support the messages of the digital campaign.
 - Our website contained information on the campaign and provided campaign material for our licensees to download and share.
 - Videos in English and French helped drive more attention to the campaign.
 - We participated in the Fraud Prevention Forum which is led by the Competition Bureau, RCMP and the Canadian Anti-Fraud Centre.

India Initiative

Purpose

Educate the public on using authorized representatives

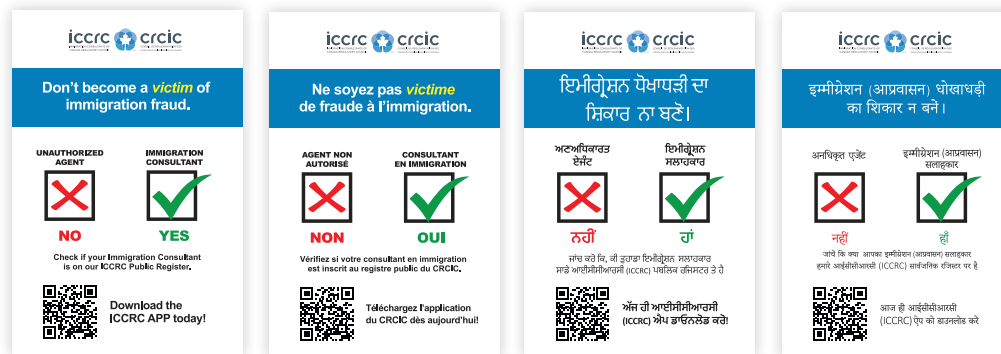
- *Webinars on Facebook*
 - ICCRC co-hosted webinars with the Canadian High Commission in India throughout March and April
 - Topics covered: how to find information on immigrating to Canada, how to use our Public Register, and important travel advisories



- Posters

- Placed in Visa Application Centers (VACs)
- Included a QR code which directed people to download the ICCRC app to access the ICCRC Public Register

10 VACs including Mumbai, New Delhi, Bengaluru and Chandigarh

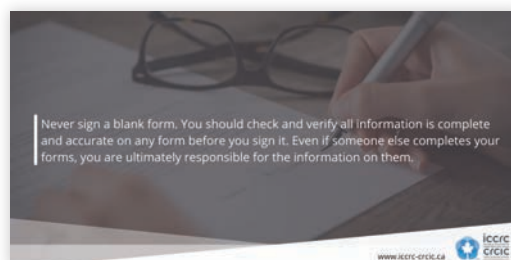


Ongoing Warnings

ICCRC expanded its public protection efforts beyond its yearly FPM campaign. Throughout the year we shared information with licensees and the public on our monthly bulletin to warn them about immigration fraud, misleading information on the College and RCIC’s ID theft.

- “CICC The College of Immigration and Citizenship Consultants Corp.” – RCICs and RISIAs were warned about the above-mentioned corporation that was disseminating misleading information implying that members should apply for membership with the corporation immediately as the Council’s role as a national regulator had or would be terminated and the corporation will somehow become the “College” provided for in the College Act. ICCRC brought later an action in Federal Court which ordered that the defendants could not hold themselves out as the national regulator of immigration or citizenship consultants. [July and October 2020 and February 2021]
- Fraudulent websites – ICCRC shared Radio-Canada’s investigation on fraudulent websites against which many complaints (reports) were made during the past years at the Canadian Anti-Fraud Centre. We asked RCICs to be cautious when approached by companies operated by individuals with no authority to provide immigration advice that offer partnership opportunities. We also provided information on how those fraudulent websites usually operate. [August 2020]
- Real impact of immigration fraud – Our article gave the testimony of an RCIC that helped a client victim of an “agent” and included resources on how to report unlicensed immigration consultants [March 2021]
- Licensees' ID theft – We informed RCICs that we became aware that fraudulent actors impersonate RCICs and solicit clients using RCICs’ information. We provided information on how to detect ID theft and how to protect against it. [April 2021]

These warnings were also communicated in our social media. Additionally, we introduced #TipTuesdays where we pushed out a new tip every week on how to prevent immigration fraud.



Outreach

Keeping our Government Representatives Informed

This year the Council made increased efforts to connect with government representatives across the country to provide updates on the transition to the College. Representatives from our department and the Professional Standards, Research, Education and Policy (PREP) Department engaged in a cross-Canada virtual tour with provincial and territorial education and immigration ministries to highlight the new graduate diploma program, the new quality management program, and the statutory and enforcement powers of the College. This greatly assisted in forging new relationships with important stakeholders as well as maintaining the existing ones and laid the groundwork for effective relationships for the work of the new College.

In addition, the Council hosted virtual information sessions for Parliamentarians. We shared information on the Council's transition to the College as well as important details on how to properly verify an authorized representative. As many Members of Parliament and their staff deal closely with immigration matters, the turnout of attendees was high. They were also keen to share their experiences and thoughts on the College and immigration consultants. The feedback received from these information sessions will be used to enhance informational products and support, such as the Consumer Guide and the public register.

Our government stakeholders have shared their support of the College. They are eager to see the enhancement of this profession and collaborating with the new College.

Connecting with a Wider Audience

As many in-person events were moved to a remote setting due to COVID-19 restrictions, virtual conferences and exhibit organizers opened their events to citizens across the world. The Council participated in nine virtual conferences which connected us to a global audience not previously reached.

The Council also met virtually with several service provider organizations, non-profit organizations, ethnic member associations, and settlement agencies to discuss how the College's new powers will better protect the public and those they serve.



Partnering with IRCC in India

The collaborative relationship with the Canadian High Commission in New Delhi began in November 2019 when IRCC reached out to the Council to solicit interest in working together to educate the public of the dangers in using unauthorized immigration representatives.

In early 2020, RCIC Noor Jinah travelled to India to participate in a series of round tables organized by the Centre for Research and Industrial Development, through support from the High Commission. Conversations with stakeholders in the Punjab region of India gave further insight into the very serious issue of deceptive messaging surrounding so-called immigration consultants and agents about “guaranteed” visas and jobs in Canada.

COVID-19 halted in-person meetings and international travel, however, ICCRC staff, IRCC New Delhi Outreach and Client Service Officers and RCICs continued to meet virtually. Information shared during bi-weekly meetings helped us understand the particularities of potential immigrants from India: very little knowledge of where to find authorized representatives, a culture of using unauthorized representatives and agents, and repeat applications as unauthorized representatives set unrealistic expectations.

ICCRC will continue to work with the Canadian High Commission in New Delhi and is also looking to expand this work with other top source countries.

Preparing for the New College

In addition to keeping stakeholders and licensees aware of the transition to the College, another key project kept the Public Affairs and Communications Department (DPAC) occupied. Throughout the fiscal year, DPAC worked closely with our brand agency consortium of B3 Strategy, Brand Clarity Strategic Marketing and Communications Inc., and Enginess to craft a comprehensive and dynamic visual identity redesign and a verbal narrative for the College of Immigration and Citizenship Consultants as well as a remodeled website with a fully integrated content management system to better serve the global public and our stakeholders.

With the expertise of Enginess, a digital business consultancy specializing in strategic and innovation designs, we started building the College’s website from the ground up with a new digital architecture that will be more user-friendly, informative and streamlined. The website content also underwent a multi-phased process, led by DPAC and supported by all departments, to ensure accuracy and clarity.

The various elements of the College’s new brand identity were meticulously designed to establish our brand narrative and organizational values. Bold colours, a clean design and the new brand work together to reinforce that the College is a new regulatory entity with a broader scope. An extensive launch campaign has also been planned to further reinforce this important transition.

The Council believes in equal opportunity and is committed to providing a barrier-free environment that allows all people to maintain their independence and dignity. To this end, the Council also dedicated resources to ensuring that both our current web materials, as well as those developed for the College, comply with the current best practice standards of the *Accessibility for Ontarians with Disabilities Act* (AODA). A Multi-Year Accessibility Plan was developed to outline the policies, and actions that the Council has put in place to improve opportunities for people with disabilities. The current plan that covers a five-year period (2020-2025) and addresses the specific mandatory requirements of the AODA is available on our website and will be posted as well on the College website.

Governance



AGM 2020

The Council successfully held its first virtual Annual General Meeting (AGM) on December 17, 2020, with 870 RCICs and, for the first time, RISIAs, joining the live, interactive webcast. Although in-person engagement was missed by many, the innovative virtual experience, which included call-in technology, facilitated positive participation.

ICCRC was pleased to have the Honourable Marco E. L. Mendicino, P.C., MP, Minister of Immigration, Refugees and Citizenship, as keynote speaker. Appearing remotely via webcast, the Minister provided updates from the Federal immigration department and answered questions submitted by participants.

AGM agenda items included ratification of By-law amendments made by the Board of Directors to facilitate transition to the College, receipt of the Annual Financial Statements of the Council for the financial year ended June 30, 2020, and announcement of the results of the preceding Board of Directors election.

Enhancing the Council's Governance Structure

As part of the lead in to transition to the College, the Governance and Nominating Committee of the Board of Directors, at the behest of the Board Chair, has undertaken development of a competency framework and profile to assist the Board with the identification of future candidates for the Board and various committees. It is hoped that this work, which will be provided to the Transitional Board, will form the basis for the selection of future leaders of the profession.

Transition to the College

Information received from the Minister of Immigration, Refugees and Citizenship in May of 2021, confirmed the Minister's intention to accept the Council's application for transition to the College (submitted in December of 2020) and set the date of continuance in the fall of 2021. Immediately following, Immigration, Refugees and Citizenship Canada (IRCC) released the first draft of the proposed *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees* for public comment. The Council and many other stakeholders forwarded detailed comments on the Code to IRCC who are working through them with a view to having the final Code in place prior to the opening of the College. Council staff collaborated with IRCC to provide additional input on the Code and other regulations to be promulgated under the College Act.

Salon de l'immigration et de l'intégration in Montréal, Québec, May 2016



Senior Management Team



John Murray, BA, LLB, LLM
President & CEO, Interim Registrar
& Corporate Secretary



Russ Harrington, CPA, CGA
Chief Operating Officer



Michael Huynh, MSc, BCL, LLB
Director of Professional Conduct



Mary Kennedy
Deputy Registrar



Christopher May
Director of Public Affairs &
Communications



Beata Pawlowska, PhD
Director of Professional Standards,
Research, Education and Policy

Board of Directors



Stanislav Belevici, LLL, LLM, JD, RCIC
Chair
Quebec



John A. Burke, RCIC
Vice-Chair
Ontario



Marty Baram, RCIC
Director
Alberta



Richard Dennis, RCIC
Director
Atlantic Canada, Territories
and International



Latifa El-Ghandouri, RCIC
Director
Quebec
(resigned April 2021)



Melissa Harris, RCIC
Director
Ontario



Melanie Wen, RCIC
Director
Western Canada



Christina Ashmore
Public Interest Director



John Cockerill
Public Interest Director



Tim D'Souza
Public Interest Director



Leanne McGeachy
Public Interest Director



Samantha Psoch
Public Interest Director

Committees

Finance and Audit Committee

Tim D'Souza	<i>Chair</i>
Christina Ashmore	<i>Vice-Chair</i>
Marty Baram	<i>Member</i>
John Cockerill	<i>Member</i>
Leanne McGeachy	<i>Member</i>
Melanie Wen	<i>Member</i>

Policy and Liaison Committee

Richard Dennis	<i>Chair</i>
Latifa El-Ghandouri	<i>Chair (resigned April 2021)</i>
Tarek Allam	<i>Member</i>
Alli Amlani	<i>Member</i>
John Burke	<i>Member</i>
Melissa Harris	<i>Member</i>
Ron McKay	<i>Member</i>

Governance and Nominating Committee

Melanie Wen	<i>Chair</i>
Samantha Psoch	<i>Vice-Chair</i>
Marty Baram	<i>Member</i>
John Burke	<i>Member</i>
Tim D'Souza	<i>Member</i>
Latifa El-Ghandouri	<i>Member (resigned April 2021)</i>
Melissa Harris	<i>Member</i>

Registration and Education Committee

Richard Dennis	<i>Chair</i>
Christina Ashmore	<i>Vice-Chair</i>
Marty Baram	<i>Member</i>
John Burke	<i>Member</i>
Melissa Harris	<i>Member</i>

Human Resources and Compensation Committee

Leanne McGeachy	<i>Chair</i>
Marty Baram	<i>Vice-Chair</i>
Latifa El-Ghandouri	<i>Vice-Chair (resigned April 2021)</i>
Stanislav Belevici	<i>Member</i>
Samantha Psoch	<i>Member</i>
Melanie Wen	<i>Member</i>

Tribunal Advisory Committee

Michael Huynh	<i>Chair</i>
Stanislav Belevici	<i>Vice-Chair</i>
John Cockerill	<i>Member</i>
Samantha Psoch	<i>Member</i>
Cindy Ramkissoo-Shears	<i>Member</i>
Laurie Sanford	<i>Member</i>

Outreach and Communications Committee

Melanie Wen	<i>Chair</i>
Melissa Harris	<i>Vice-Chair</i>
John Cockerill	<i>Member</i>
Latifa El-Ghandouri	<i>Member (resigned April 2021)</i>
Ildiko Hegyi	<i>Member</i>
Ehab Mohammed	<i>Member</i>

Audited Financial Statements

**IMMIGRATION CONSULTANTS OF CANADA
REGULATORY COUNCIL**

FINANCIAL STATEMENTS

JUNE 30, 2021

IMMIGRATION CONSULTANTS OF CANADA REGULATORY COUNCIL

JUNE 30, 2021

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Statement of cash flows	6
Notes to financial statements	7 - 14



INDEPENDENT AUDITOR'S REPORT

To the Members of
Immigration Consultants of Canada Regulatory Council

Opinion

We have audited the accompanying financial statements of **Immigration Consultants of Canada Regulatory Council**, which comprise the statement of financial position as at June 30, 2021 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion these financial statements present fairly, in all material respects, the financial position of **Immigration Consultants of Canada Regulatory Council** as at June 30, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements


Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada
September 24, 2021


Chartered Professional Accountants
Licensed Public Accountants

IMMIGRATION CONSULTANTS OF CANADA REGULATORY COUNCIL

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	\$ 653,412	\$ 644,631
Short-term investments [Note 2]	13,485,778	9,902,736
Accounts receivable	115,867	2,017,801
Prepaid expenses	<u>152,778</u>	<u>246,343</u>
	14,407,835	12,811,511
CAPITAL ASSETS [Note 3]	<u>209,562</u>	<u>292,378</u>
	<u>\$ 14,617,397</u>	<u>\$ 13,103,889</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities [Note 4]	\$ 737,588	\$ 758,252
Deferred revenue	<u>243,637</u>	<u>347,750</u>
	<u>981,225</u>	<u>1,106,002</u>
NET ASSETS		
UNRESTRICTED	8,162,111	5,705,509
INVESTED IN CAPITAL ASSETS	209,562	292,378
INTERNALLY RESTRICTED FOR TRANSITION TO COLLEGE [Notes 7 & 9]	2,369,499	3,000,000
INTERNALLY RESTRICTED FOR IT INFRASTRUCTURE DEVELOPMENT [Notes 7 & 9]	<u>2,895,000</u>	<u>3,000,000</u>
	<u>13,636,172</u>	<u>11,997,887</u>
	<u>\$ 14,617,397</u>	<u>\$ 13,103,889</u>

APPROVED ON BEHALF OF THE BOARD OF DIRECTORS:

Tim D'Souza September 28, 2021 Director

Stan Belevici September 28, 2021 Director

IMMIGRATION CONSULTANTS OF CANADA REGULATORY COUNCIL

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED JUNE 30, 2021

	Unrestricted	Invested in Capital Assets	Reserve for Transition to College [Note 7]	Reserve for IT Infrastructure Development [Note 7]	2021	2020
BALANCE - Beginning of year	\$ 5,705,509	\$ 292,378	\$ 3,000,000	\$ 3,000,000	\$ 11,997,887	\$ 8,857,879
Excess of revenues over expenditures	2,492,228	(118,442)	(630,501)	(105,000)	1,638,285	3,140,008
Net change in capital assets	(35,626)	35,626	-	-	-	-
BALANCE - End of year	\$ 8,162,111	\$ 209,562	\$ 2,369,499	\$ 2,895,000	\$ 13,636,172	\$ 11,997,887

IMMIGRATION CONSULTANTS OF CANADA REGULATORY COUNCIL

STATEMENT OF OPERATIONS

YEAR ENDED JUNE 30, 2021

	2021	2020
<hr/>		
REVENUE		
Membership fees	\$ 11,362,759	\$ 11,200,660
Examination fees	2,273,442	583,975
Interest income	87,590	265,149
Cancellation fees and other income	<u>6,067</u>	<u>196,741</u>
	<u>13,729,858</u>	<u>12,246,525</u>
 EXPENDITURES		
Amortization	118,442	129,410
Bad debts (recovery)	(5,929)	55,712
Governance [Note 6]	157,869	486,671
Information technology	494,687	322,241
Insurance	118,986	125,003
Interest and bank charges	463,994	229,441
Office and general	173,582	265,569
Practice management and education	81,901	66,223
Professional conduct and discipline	1,006,280	722,359
Professional fees	671,266	676,593
Public affairs and communications	469,933	258,406
Registration and examination	633,884	156,938
Rent	666,492	525,453
Salaries and benefits	6,927,952	4,935,380
Translation	84,319	50,078
Travel	<u>1,094</u>	<u>101,040</u>
	<u>12,064,752</u>	<u>9,106,517</u>
 EXCESS OF REVENUES OVER EXPENDITURES BEFORE THE FOLLOWING	 1,665,106	 3,140,008
 LOSS ON DISPOSAL OF CAPITAL ASSETS	 <u>(26,821)</u>	 <u>-</u>
 EXCESS OF REVENUES OVER EXPENDITURES	 <u>\$ 1,638,285</u>	 <u>\$ 3,140,008</u>
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IMMIGRATION CONSULTANTS OF CANADA REGULATORY COUNCIL

STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2021

	2021	2020
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenues over expenditures	\$ 1,638,285	\$ 3,140,008
Adjustment for		
Amortization	118,442	129,410
Loss on disposal of plant and equipment	<u>26,821</u>	<u>-</u>
	1,783,548	3,269,418
Net changes in non-cash working capital		
Accounts receivable	1,901,934	(1,835,233)
Prepaid expenses	93,565	(137,631)
Accounts payable and accrued liabilities	(20,662)	89,876
Deferred revenue	<u>(104,113)</u>	<u>311,100</u>
	<u>3,654,272</u>	<u>1,697,530</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of short-term investments, net	(3,583,042)	(1,381,066)
Purchase of capital assets	(68,949)	(156,867)
Proceeds on disposal of capital assets	<u>6,500</u>	<u>-</u>
	<u>(3,645,491)</u>	<u>(1,537,933)</u>
NET INCREASE IN CASH	8,781	159,597
CASH - Beginning of year	<u>644,631</u>	<u>485,034</u>
CASH - End of year	<u>\$ 653,412</u>	<u>\$ 644,631</u>

IMMIGRATION CONSULTANTS OF CANADA REGULATORY COUNCIL

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2021

NATURE OF OPERATIONS

The Immigration Consultants of Canada Regulatory Council ("ICCRC" or the "Council") is the national regulatory and licensing body for individuals who practice as a Canadian immigration / citizenship consultant for a fee, as well as international student advisors.

ICCRC is a not-for-profit organization incorporated without share capital on February 18, 2011 and continued under the Canada Not-For-Profit Corporations Act. The Council's authority was designated from the Immigration and Refugee Protection Act (Canada) and the Citizenship Act (Canada) and the regulations made thereunder. The Council is exempt from income tax under section 149(1)(l) of the Income Tax Act.

The Council operates as a financially self-funding and self-sustaining not-for-profit organization that relies on membership fees and is an entity without transferable ownership interests. The Council is organized and operates exclusively for social, educational, professional and other not-for-profit purposes. The Annual General Meeting (AGM) is held each year and every active member has the right to attend in person.

ICCRC's mandate is as follows:

- Promoting and protecting the public interest by governing and regulating the practice of individuals and firms as immigration and citizenship practitioners;
- Establishing entry-to-practice education requirements;
- Licensing professionals - Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISIAs);
- Overseeing the professional development and conduct of its members and registrants;
- Receiving, investigating and adjudicating complaints against its licensed members and registrants; and
- Administering a disciplinary process to sanction its members and registrants whose professional development and conduct fail to meet ICCRC's standards.

Refer to Note 9 on the transition of the Council to College of Immigration and Citizenship Consultants ("the College").

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

For financial statement purposes, the accounts of the Council have been classified into the following funds:

Invested in Capital Assets

Invested in Capital Assets represents the assets, liabilities, revenue and expenses related to the Council's capital assets, including acquisitions and dispositions.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *[Continued]***(a) Basis of presentation** *[Continued]***Reserve for Transition to College**

The internally restricted Reserve for Transition to College was established by the Board of Directors to provide support for the transition of the Council to the College.

Reserve for IT Infrastructure Development

The internally restricted Reserve for IT Infrastructure Development was established by the Board of Directors to provide support for review and upgrade of the information technology ("IT") infrastructure.

(b) Revenue recognition

Non-refundable membership fees are deferred and recognized as revenue over the term of the membership period.

Examination revenue and cancellation fees and other income are recognized when services are performed and collection is reasonably assured.

Interest income is recognized on a time proportion basis.

(c) Amortization

Capital assets are recorded at cost. Software development costs in progress are not amortized until the project is completed. Amortization is charged to expenditures over the estimated useful life of the asset on the following basis:

Computer equipment.....	3 year straight line basis
Computer software.....	2 year straight line basis
Office equipment.....	3 year straight line basis
Furniture.....	10 year straight line basis
Leasehold improvements.....	10 year straight line basis
Tradeshow material.....	5 year straight line basis
Information and communication technology equipment.....	7 year straight line basis

The Council reviews capital assets for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable. When indicators of impairment exist, and the carrying value is greater than the net recoverable amount, an impairment loss is recognized to the extent that fair value is below carrying value.

(d) Financial instruments

The Council recognizes its financial instruments when it becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Council may irrevocably elect to subsequently measure any financial instrument at fair value. The Council has not made such an election during the year.

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of any write-down is recognized in net income. Any previously recognized impairment losses may be reversed to the extent of the improvement directly, or by adjusting an allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [Continued]**(d) Financial instruments [Continued]**

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenue over expenditures for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at their amortized cost or cost.

The Council's financial instruments include cash, short-term investments, accounts receivable, and accounts payable and accrued liabilities. Cash is subsequently measured at fair value, while the other financial assets and liabilities are subsequently measured at their amortized cost.

Unless otherwise noted, the carrying value of the financial instruments are a reasonable approximation of their fair value given the short terms to maturity.

(e) Leases

Leases entered into by the Council as lessee that transfer substantially all the benefits and risks of ownership to the Council are recorded as capital leases and are included in capital assets and capital lease obligations.

All other leases are classified as operating leases under which leasing costs are expensed on a straight-line basis over the term of the lease. Asset values recorded under capital leases are amortized using the same amortization method of the respective assets. Obligations recorded under capital leases are reduced by lease payments net of imputed interest.

(f) Write-down of long-lived assets

The Council monitors its use of capital assets and when the capital asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. As at June 30, 2021 no write-down was recorded.

(g) Use of estimates

The preparation of financial statements in accordance with Canadian ASNPO requires management to make estimates and assumptions that affect the recognition, measurement and disclosure of amounts reported in the financial statements and accompanying notes. The reported amounts and note disclosures are determined using management's best estimates based on assumptions that reflect the most probable set of economic conditions and planned course of action. Significant estimates include the valuation of accounts receivable and estimated useful life of capital assets. Actual results may differ from such estimates.

2. SHORT-TERM INVESTMENTS

	<u>2021</u>	<u>2020</u>
GIC, bearing interest at 0.25%, maturing December 14, 2021	\$ 509,023	\$ -
GIC, bearing interest at 0.40%, maturing June 24, 2022	505,250	-
GIC, bearing interest at 0.25%, maturing October 26, 2021	735,169	-
GIC, bearing interest at 0.25%, maturing October 29, 2021	526,974	-
GIC, bearing interest at 0.45%, maturing July 28, 2021	500,000	-
GIC, bearing interest at 0.35%, maturing August 30, 2021	2,000,000	-
GIC, bearing interest at 0.25%, maturing September 8, 2021	2,000,000	-
GIC, bearing interest at 0.30%, maturing April 7, 2022	500,000	-
Term deposit, bearing interest at 0.62%, maturing September 27, 2021	1,061,410	-
GIC, bearing interest at 0.50%, maturing December 4, 2021	101,900	-
GIC, bearing interest at 0.40%, maturing January 15, 2022	501,603	-
GIC, bearing interest at 0.55%, maturing August 3, 2021	1,000,000	-
GIC, bearing interest at 0.39%, maturing August 31, 2021	1,024,349	-
GIC, bearing interest at 0.32%, maturing September 9, 2021	1,000,000	-
GIC, bearing interest at 0.45%, maturing October 29, 2021	1,020,100	-
GIC, bearing interest at 0.35%, maturing April 7, 2022	500,000	-
GIC, bearing interest at 1.15%, maturing March 22, 2021	-	700,000
GIC, bearing interest at 1.90%, maturing July 27, 2020	-	1,000,000
GIC, bearing interest at 1.80%, maturing October 26, 2020	-	722,100
GIC, bearing interest at 1.80%, maturing October 28, 2020	-	776,533
GIC, bearing interest at 1.80%, maturing October 29, 2020	-	517,655
GIC, bearing interest at 1.80%, maturing December 14, 2020	-	500,000
GIC, bearing interest at 1.05%, maturing June 24, 2021	-	500,000
Term deposit, bearing interest at 2.00%, maturing September 27, 2020	-	1,040,598
GIC, bearing interest at 1.74%, maturing July 31, 2020	-	500,000
GIC, bearing interest at 1.74%, maturing July 31, 2020	-	521,500
GIC, bearing interest at 1.96%, maturing July 12, 2020	-	1,000,000
GIC, bearing interest at 1.72%, maturing August 28, 2020	-	500,000
GIC, bearing interest at 1.72%, maturing August 28, 2020	-	524,350
GIC, bearing interest at 2.01%, maturing October 24, 2020	-	1,000,000
GIC, bearing interest at 1.90%, maturing November 22, 2020	-	100,000
	<u>\$ 13,485,778</u>	<u>\$ 9,902,736</u>

3. CAPITAL ASSETS

	2021		2020	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Computer equipment	\$ 381,364	\$ 278,991	\$ 102,373	\$ 106,658
Computer software	144,897	106,086	38,811	14,787
Office equipment	111,783	97,529	14,254	21,523
Furniture	162,022	133,159	28,863	77,230
Leasehold improvements	58,684	53,559	5,125	15,512
Tradeshaw material	6,832	5,735	1,097	1,712
Information and communication technology equipment	460,956	441,917	19,039	24,062
Software development costs in progress	-	-	-	30,894
	\$ 1,326,538	\$ 1,116,976	\$ 209,562	\$ 292,378

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$NIL [2020 - \$832].

5. COMMITMENTS

The Council has several lease commitments for premises and equipment. Minimum annual lease payments exclusive of certain occupancy charges are as follows:

	Burlington premises	Montreal premises	Equipment	Total
2022	358,840	6,787	3,991	369,618
2023	364,073	-	-	364,073
2024	367,811	-	-	367,811
2025	153,255	-	-	153,255

6. GOVERNANCE

The Board of Directors is responsible for providing governance oversight to management in the affairs of the Council. The Board consists of 12 directors: 7 directors are elected from members (RCICs) according to geographic regions across Canada and 5 are public interest directors. Board and Committee Members are compensated as follows:

- Board Chair - \$2,000 per month.
- Board Vice Chair - \$700 per month.
- Directors - \$80 per hour for attending Board meetings; \$50 per hour for attending Committee and task force meetings to a maximum of \$1,809 for one year.
- Committee members who are not Directors are compensated at a rate of \$50 per hour to a maximum of \$1,809 for one year.

Governance expense consists of the following:

	<u>2021</u>	<u>2020</u>
Directors' Fees	\$ 99,168	\$ 129,961
Annual General Meeting	55,858	86,684
Meetings	2,593	106,990
Honoraria	250	5,099
Special General Meeting of Members	-	157,937
	<u>\$ 157,869</u>	<u>\$ 486,671</u>

7. TRANSITION TO COLLEGE AND IT INFRASTRUCTURE DEVELOPMENT EXPENSES

During the year, the Council incurred expenses in support of the transition of the Council to the College (See Note 9). These expenses are reported on the Statement of Operations and are included in various expenditure categories as follows:

Information technology	<u>\$ 105,000</u>
Practice management and education	\$ 3,050
Professional fees	156,925
Public affairs and communications	309,133
Registration and examination	<u>161,393</u>
	<u>\$ 630,501</u>

8. FINANCIAL INSTRUMENTS

The Council is exposed to various risks through its financial instruments. The following analysis provides a measure of the entity's risk exposure and concentration at June 30, 2021.

(a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the Council will not have sufficient funds to settle transactions on the due date; will be forced to sell financial assets at a value which is less than what they are worth; or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities and from commitments.

The Council continues to focus on maintaining adequate liquidity to meet operating working capital requirements and capital expenses. The Council prepares budgets and cash flow forecasts to ensure it has sufficient funds to fulfil its obligations.

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Council's financial instruments that are exposed to concentrations of credit risk relate primarily to accounts receivable. The Council manages its exposure to this risk by evaluating the creditworthiness of new members and monitoring outstanding member balances. Accounts receivable is shown net of an allowance for doubtful accounts of \$1,026,019 [2020 - \$862,118].

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

(d) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Council is not exposed to any currency risk.

(e) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Council is exposed to interest rate risk on its short term investments and manages this risk by attempting to maximize returns on its short term investments.

(f) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Council is not exposed to any other price risk.

9. TRANSITION TO COLLEGE

The Minister of Immigration, Refugees and Citizenship, the Honourable Marco Mendicino, announced that the continuance of the Immigration Consultants of Canada Regulatory Council (Council) as the College of Immigration and Citizenship Consultants (College) will be effective as of November 23, 2021.

Pursuant to subsection 84 (1) of the *College of Immigration and Citizenship Consultants Act* (the College Act), the Council, with member approval, was granted the right to apply to be continued as the College. The Council obtained member approval on September 19, 2019 and applied for continuance on December 11, 2020.

Pursuant to the College Act, the College will be governed by a transitional Board of Directors which will oversee the approval of the initial College By-laws and other procedures. This transitional period will end when the Minister issues a final order setting the number and composition of the final College Board of Directors and prescribes a date by which the new Board must be in office.

The new College will have enhanced powers to regulate the immigration consulting profession in the public interest, including new authority to investigate and pursue unauthorized practitioners. These changes will support better protection of Canadians, newcomers, and licensed immigration consultants. Obtaining the statutory authority to regulate itself under the College Act marks a key milestone in the development and regulation of the profession.

10. COVID-19 PANDEMIC

In March 2020, the World Health Organization declared the outbreak of COVID-19 to be a global pandemic. This has had significant financial, market and social impacts. Throughout the fiscal year, the Council continued to close its office locations and maintained mandatory work from home protocols. At the time of the approval of these financial statements, the Council is evaluating the timing and nature of a return to the office. It is estimated that the timing will be in 2022. As the pandemic has had significant effects on the practices of some licensees, there is uncertainty of the impact on future operations and management is unable to provide an estimate of the full financial effect of any anticipated reduction in licensee fee revenue at this time.

11. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified, where necessary, to conform with the presentation used in the current year.
