
**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 12:30 PM, ET, Thursday, June 19, 2025
At the College of Immigration and Citizenship Consultants Office and via Zoom
5500 North Service Road, Suite 1002, Burlington, ON L7L 6W6**

Board of Directors:

Stan Belevici, RCIC-IRB (Chairperson)
John Burke, RCIC (Vice-Chairperson) *
Marty Baram, RCIC*
Normand Beaudry*
Richard Dennis, RCIC
Jennifer Henry
Ben Rempel
Jyoti Singh

Ministerial Observer:

Victoria Totten, Director, Integrity and Risk
Policy, Migration Integrity Sector, IRCC

Absent

Tim D'Souza

* *Via Teleconference*

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Jessica Freeman, Director, Communications and
Stakeholder Relations
Laura Halbert, Director, Professional Conduct
Cathy Pappas, Director, Registration
Beata Pawlowska, Director, Professional
Standards, Research, Education and Policy
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

The Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 12:30 pm ET. With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

a) Land Acknowledgement

The Chairperson acknowledged the land on which they gathered was part of the traditional territories of many nations covered by 70 treaties and other agreements with Indigenous peoples. He expressed gratitude for the privilege to work and live on these territories.

b) Introduction

The Chairperson welcomed all members of the Board, Ministerial Observer, members of the public, College licensees and introduced those in attendance. He gave instruction on how to listen to the broadcast in French.

c) Conflict of Interest Declaration

The Chairperson asked for declarations of conflict of interest with any items being discussed. None were declared.

2. APPROVAL OF CONSENT AGENDA

The Chairperson referred to the Consent agenda distributed in advance of the meeting and called for a motion for its approval.

Moved by Normand Beaudry, seconded by Marty Baram:

BE IT RESOLVED THAT the 3 items contained in the Consent agenda, as presented, be and are hereby approved:

1. Minutes of Board Meeting of March 20, 2025
2. Report of the CEO Performance Review and Evaluation Committee
3. Independent Complaints Review Officer's Report

CARRIED

3. APPROVAL OF MEETING AGENDA

The Chairperson referred to the pre-distributed agenda and called for a motion for its approval.

Moved by Richard Dennis, seconded by Jennifer Henry:

BE IT RESOLVED THAT the Agenda for the meeting, be and is hereby approved as presented.

CARRIED

4. REPORT OF THE CHAIRPERSON

The Chairperson commenced the report by reflecting on the fundamental purpose of the College. The Chairperson highlighted key agenda items: reviewing and approving the organization's budget, advancing the by-laws, and preparing for the end of the transition period. The Chairperson emphasized the importance of these actions in ensuring financial integrity, solid governance, and operational readiness. He encouraged Board members to reflect on the future direction and legacy of the College, with a call to integrate empathy and fairness into regulatory processes. The Chairperson concluded by stressing the Board's collective responsibility to build a strong, lasting governance framework for the College. He emphasized the importance of remaining guided by the College's core values: integrity, professionalism, service, and compassion. He expressed confidence that, by working together, the College will continue to develop a regulatory organization that earns and maintains public trust.

5. MANAGEMENT REPORTS

5.1 REPORT OF THE CEO

The Chairperson called upon John Murray, President & CEO to report.

John Murray provided an update on the development of the College's By-laws, highlighting the organization's commitment to ensuring they are operationally robust and fit for purpose. He reported that a fiscally responsible budget for the 2026 fiscal year had been prepared and would be presented today to the Board for review and approval.

Mr. Murray also noted that consultations were ongoing with key stakeholders, including the BC Ministry of the Attorney General, the Law Society of Ontario, and other provincial and federal government areas to advance the College's reputation and government relations initiatives.

In addition, he reported on the College's recent collaboration efforts with the Canadian Association of Professional Immigration Consultants and the Canadian Immigration Lawyers Association efforts aimed at developing a multi-stakeholder strategy to address Unauthorized Practitioners (UAPs).

5.1.1 STRATEGIC PLAN 2023-2025 - PROGRESS UPDATE

John Murray referred to the documents circulated in advance of the meeting, noting the development of a new report outlining specific measures for each item within the Strategic Plan. He explained the implementation of a "traffic light" system to track progress on strategic initiatives: a green status indicates the initiative is on track, while yellow signifies delays.

The Board expressed appreciation for the incorporation of comprehensive measures and metrics within the new report. Members requested that the report be expanded to include a third year of strategic planning. It was suggested that year-three examples, such as the creation of a multi-sectoral table to address UAPs, be incorporated.

Mr. Murray confirmed that the Strategic Plan remains on track overall, apart from By-law development, which is pending finalization of the College Act Regulations.

Board members acknowledged the external challenges influencing the By-law development process. The multi-sectoral approach to UAPs, along with positive feedback regarding the College website and the integration of training programs, were highlighted as encouraging developments. Additionally, there was a recommendation to refine the presentation of numerical data, particularly to improve clarity for figures exceeding 100 percent.

The Board also discussed the upcoming development of a new Strategic Plan. It was recommended that the Governance and Nominating Committee should engage with management to develop the planning process. Going forward, strategic plans should be more forward-looking and actionable in design.

The Chairperson thanked John Murray for his report.

5.2 – 5.6 MANAGEMENT REPORTS

The Chairperson called upon each member of the Leadership Team to report on their respective departments.

- Beata Pawlowska, Director, Professional Standards, Research, Education and Policy reported the results of the study on the impact of re-enrollment frequency on graduation rates. She advised that the analysis revealed a consistent and significant decline in success rates among licensees who re-enrolled in Specialization Program courses three or more times. She advised that a scoping project focused on artificial intelligence is currently in progress, with a comprehensive report expected in September. She reported the expansion of the College exam bank to include over 5000 questions and the College's Specialization Program maintains a strong 94% satisfaction rate. She indicated that the study identified several new and removed nonessential performance indicators, leading to minor revisions in both program content and assessment methods.

5.2.1 LICENSEE COMPETENCY FRAMEWORK:

- Beata Pawlowska presented the Licensee Competency Framework advising these essential tools translate the abstract concept of licensee competence into measurable, enforceable standards. She reported that this framework is currently reviewed every five years in the interest of licensing only competent individuals in the prevention of the erosion of public trust. The study was conducted using various methods resulting in very few changes required.

The Directors posed questions on the methodology, inclusion of participants and frequency of the study. The Board expressed confidence in the framework's validity. It was noted the Approval of the Revised Licensee Competency Framework was included in the agenda as item 8.5.

- Cathy Pappas, Director of Registration, reported that licensee levels have remained stable and that the annual renewal process was progressing well, with 75% completion anticipated in the final week. She commented that several licensees had been suspended due to noncompliance. Cathy Pappas noted a yearly decline in inquiries regarding the iMIS system. She reported on the continued collaboration on the development of new policies based on the former Council policies. Cathy Pappas highlighted the well-received presentation delivered by staff to students at the University of Montreal presenting licensing examination expectations and processes.

Cathy Pappas indicated that a visual flow chart outlining changes resulting from new By-laws and Regulations would be provided once the By-laws are finalized. Responding to a Board inquiry, Cathy Pappas acknowledged that while some iMIS issues persist, overall

incident reporting has decreased. She mentioned that report generation continues to require IT support.

- Laura Halbert, Director, Professional Conduct, reported on progress made in clearing files and pursuing settlements with 85% of legacy files now closed. Laura Halbert advised that there has also been a strategic shift toward early intervention, resulting in over 80% of complaints being closed at the initial stage of the process. She noted that this proactive approach has proven effective, even as the volume of incoming complaints has increased—an uptick partly attributed to heightened public awareness. The Discipline Committee secured its first contempt order, underscoring its commitment to upholding professional standards. In response to Board inquiry regarding iMIS, Laura Halbert reported that old complaints were not in iMIS and therefore required manual solutions.

She also reported continued progress in addressing Unauthorized Practitioners (UAPs), with approximately 5,000 websites and social media accounts taken down this year. This reflects the department’s dedication to protecting the public and maintaining professional integrity.

The Board collectively appreciated the clearing of legacy files; in response the Chairperson called for a motion.

Moved by Ben Rempel, seconded by Normand Beaudry:

BE IT RESOLVED THAT the Board of Directors acknowledge the good work and recognize the significant achievements of the staff of the Professional Conduct department in reducing the legacy complaint files.

CARRIED

- Jessica Freeman, Director Communication and Stakeholder Relations, reported on the 2025 expansion of the College’s fraud prevention campaign, which now includes Punjabi and Arabic. The campaign ran for eight weeks in six languages across 17 countries, including transit advertising in Toronto (English) and Montreal (French).
- The campaign generated 10 million impressions and 1.5 million clicks. Social media engagement increased substantially, driving a 134% increase in traffic to the licensee registration page. From March 20 to June 16, 2025, there were 12 media inquiries, with generally positive coverage.
- Russ Harrington, Chief Operating Officer, provided a summary of finance and operations activities. He advised that the move to an online accounting system was completed. He advised that identifying an actuarial firm to provide advice on the forthcoming compensation fund had proved to be a challenge; and that a draft statement of commitment was being developed by staff consultation groups to move the Diversity, Equity and Inclusion strategic initiative forward. He provided a list of Access to Information

Act and Privacy Act requests received and responded to by the College, noting that such requests required complex and detailed work by College staff to satisfy. He concluded with acknowledging the efficiencies being created in the College portal.

The Board of Directors expressed their appreciation for the work being carried out across all departments and asked that this appreciation be shared with College staff.

The Chairperson thanked the management team for their reports.

6. SUSTAINABILITY

6.1 REPORT OF THE FINANCE AND AUDIT COMMITTEE

The Chairperson referred to the documents distributed in advance of the meeting. He stated that Marty Baram, Vice Chairperson would be presenting the Finance and Audit Committee Report in the absence of the FAC Chairperson. The Chairperson called upon Marty Baram to report.

Mr. Baram referred to the documents distributed in advance of the meeting. He stated that the Finance and Audit Committee (FAC) received the compliance certificate as of March 31st, 2025, with no items of non-compliance identified. He reported that the College's cash management practices, internal control framework, and information systems management were reviewed and found to be appropriate and effective. He advised that the Committee completed its annual review of expense summaries for the Board Chairperson and the President, & CEO confirming full compliance with the College's expense policy.

The Chairperson thanked Marty Baram for his report.

6.2 REVIEW OF FINANCIAL RESULTS FOR PERIOD ENDED MARCH 31, 2025

The Chairperson called upon Marty Baram to report.

Mr. Baram referred to the documents distributed in advance of the meeting. He provided an overview of the Financial Results for the period ended March 31, 2025, and Q3 Forecast. He reported a reduction from the previous forecasted year-to-date deficit of \$1.4M to \$215K. He stated revenue was projected to exceed budget despite flat growth in licensees due to increased fines, demand for specialization program and mentoring activities. He reported that expenses were higher than budgeted, due to IT development and professional services.

Directors posed questions to management, with a focus on sustainability and risk management due to flatlining registration, risks to strategic plan initiatives and the implication of the compensation fund.

In response, management confirmed that a comprehensive review of College operations had identified immediate cost-saving measures without any risks to Strategic Plan initiatives. There

was a discussion about potentially increasing licensing fees which remain unchanged since 2011. Management advised they had enlisted an actuarial to assist with compensation fund modeling.

CONSULTING EXPENDITURES BREAKDOWN

This item was not discussed during the meeting.

The Chairperson thanked Marty Baram for his report.

6.3 DRAFT BUDGET FOR FISCAL 2026

The Chairperson called upon Marty Baram to report.

Mr. Baram referred to the documents circulated in advance of the meeting and reported that the draft budget for fiscal year ending June 30, 2026, projected a deficit of approximately \$400,000, with total revenue and expenses each budgeted at \$24.9 million.

The decrease in revenue projections was attributed to lower interest earnings and reduced annual fees. Expense reductions were reported in the areas of IT, Communications and Stakeholder Relations, Professional Conduct, Finance, the Office of the CEO, and Professional Standards, Research, Education and Policy. The projected deficit was attributed primarily to amortization costs.

The Board discussed the timeline for amortization and the feasibility of achieving a balanced budget in future years. Members expressed confidence in the budget's sustainability, citing the College's strong financial position and unrestricted reserves.

The Board requested that a comprehensive accounting of the College Portal development be presented at the next Board meeting on September 25, 2025.

Moved by Marty Baram, seconded by Jennifer Henry:

BE IT RESOLVED THAT the proposed budget for the financial year of the College ending June 30, 2026, in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

The Chairperson thanked Marty Baram for his report.

6.4 AUDITOR ENGAGEMENT AND REMUNERATION

The Chairperson called upon Marty Baram to report.

Mr. Baram referred to the documents circulated in advance of the meeting and reported that FAC reviewed the external auditor's annual audit plan and scope. He advised that there were no changes to audit standards since the previous year.

Mr. Baram reported that the Committee endorsed the use of a materiality threshold of 3% of revenues. He advised the Board that the audit engagement letter, valid for a 3-year term, was reviewed, and the proposed remuneration for the external auditor, Doane Grant Thornton LLP, remains unchanged at \$50K or the current fiscal year, plus \$5K for any additional work. He concluded his report by confirming that the Committee deemed the fee appropriate and consistent with the scope of the engagement. The Chairperson called for a motion to approve the auditor remuneration.

Moved by Marty Baram, seconded by John Burke:

BE IT RESOLVED THAT the remuneration fee of \$50K by the Auditor, Doane Grant Thornton, LLP for fiscal year 2025, be and is hereby approved with immediate effect.

CARRIED

The Chairperson thanked Marty Baram for his report.

6.5 RISK MITIGATION REGISTER

The Chairperson called upon Marty Baram to report.

Mr. Baram referred to the documents circulated in advance of the meeting and reported the Risk Mitigation Register, referring to the documents circulated in advance. He explained that the register provides an inventory of key risks, ranked by post-mitigation risk scores. The Committee had requested a version of the register focused on the top few risks.

The Board expressed satisfaction with the ongoing enhancements to risk reporting and commended management for their continued efforts. A robust discussion followed regarding the methodology used to assess risk levels, particularly related to sustainability concerns. The Board encouraged assigning higher weight to sustainability-related risks, where appropriate.

It was agreed that all identified risks should continue to be included in the register, while emphasizing those considered most significant. The Board also acknowledged the progress made to date and emphasized the importance of integrating the risk register within the College's broader planning framework.

The Chairperson thanked Marty Baram for his report.

Management, except John Murray, President & CEO, were excused from the meeting.

8. GOVERNANCE

8.1 REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

The Chairperson called upon Ben Rempel, Chairperson, Governance and Nominating Committee (GNC) to report.

Ben Rempel provided a summary of the items discussed by the Committee. He advised that GNC discussed By-laws noting that the Department of Justice prefers to receive by-laws in segments. As a result, six licensee-facing by-laws will be presented for Board approval and submission. GNC discussed the proposed draft of By-law 2 including a discussion about the role of the Corporate Secretary. Other items included, College Annual Report 2025, Draft Policy Framework, Skills and Proficiency Mapping and Standing Committee Terms of Reference.

The Chairperson thanked Ben Rempel for his report.

8.3 APPROVAL OF DRAFT BY-LAWS

The Chairperson called upon Ben Rempel, Chairperson, GNC to report.

Ben Rempel referred to the documents distributed in advance of the meeting noting an amendment to the motion based on the Board's earlier discussion. He stated that the Department of Justice was willing to provide preliminary feedback on the proposed By-laws which may allow for early identification of any necessary changes before formal submission. The Board discussed submitting the six licensee facing By-laws for preliminary review and called for a motion.

Moved by Ben Rempel, seconded by Richard Dennis:

BE IT RESOLVED THAT

(1) the substantive content of the following draft College By-laws:

- By-law No. 3 – Fees and Licensing
- By-law No. 4 – Licensees
- By-law No. 5 – Firms

in substantially the form recommended by the GNC; and

(2) the substantive content of the following draft College By-laws:

- By-law No. 7 – Compliance
- By-law No. 9 – Professional Conduct
- By-law No. 10 – Compensation Fund

in substantially the form reviewed by the Board;

be and is hereby approved; and

(3) College staff be and are hereby authorized and directed to submit, as necessary, such draft College By-laws to the federal Department of Justice for preliminary review and discussion purposes, as part of the By-laws of the College made pursuant to s. 80 of the College Act.

CARRIED

The Board recognized GNC's work in reviewing the By-laws and expressed appreciation for the opportunity to provide input.

The Chairperson thanked Ben Rempel for his report.

RESOLUTION – CORPORATE SECRETARY

The Chairperson called upon Ben Rempel, Chairperson, GNC to report.

Ben Rempel referred to the documents distributed in advance of the meeting noting that the GNC approved a resolution to recognize the position of the Corporate Secretary. He advised that the resolution established clearly defined responsibilities in support of the Board and its Committees, incorporating a functional dotted-line reporting relationship to the Board Chairperson and relevant Committees.

Ben Rempel introduced this the resolution in anticipation of finalizing By-law No. 2 and initially proposed the appointment of Victoria Rumble. However, during discussion, a Board member raised concerns regarding reference to a named individual, suggesting the resolution should refer to the role rather than a specific person. The Board agreed that the resolution should remain role-based and align with the College's By-laws.

Following these discussions, the Chairperson called for a motion to adopt the resolution as presented.

John Burke opposed and everyone else agreed to proceed with the motion.

Moved by Ben Rempel, seconded by Normand Beaudry:

BE IT RESOLVED THAT

WHEREAS the role of the Corporate Secretary is integral to the effective governance and operations of the Board and its Committees;

WHEREAS the draft By-Law 2, entitled "Board Organization and Corporate Provisions," is currently under review and revision;

BE IT RESOLVED THAT draft By-Law 2 be amended to include explicit reference to the position of Corporate Secretary, with defined responsibilities in support of the Board and its Committees;

BE IT FURTHER RESOLVED THAT the draft By-law shall specify the Corporate Secretary's functional "dotted-line" reporting relationship to the Chairperson of the Board and administrative reporting relationship to the Chief Executive Officer;

BE IT FURTHER RESOLVED THAT comprehensive Terms of Reference for the Corporate Secretary be developed, outlining the duties, responsibilities, authority, and reporting structure of the role;

BE IT FINALLY RESOLVED THAT these amendments shall become effective immediately upon approval by the Board.

Dissenting: John Burke

CARRIED

The Chairperson thanked Ben Rempel for his report.

8.4 BOARD OF DIRECTORS SKILLS AND PROFICIENCY

The Chairperson called upon Ben Rempel, Chairperson, GNC to report.

Ben Rempel referred to the documents distributed in advance of the meeting and reported that GNC conducted a survey to assess Director skills and competencies, with a response received of eight out of nine. He advised that the survey aimed to identify any skill deficiencies. There were discussions about focusing training on core governance areas rather than technical skills.

The Chairperson thanked Ben Rempel for his report.

8.5 APPROVAL OF LICENSEE COMPETENCY FRAMEWORK

The Chairperson called upon Ben Rempel, Chairperson, GNC to report.

Ben Rempel referred to the documents distributed in advance of the meeting and noted that, GNC had sufficient time to review and discuss the matter and recommend Board approval. There were no further comments, and the Chairperson called for a motion to approve.

Moved by Ben Rempel, seconded by Marty Baram:

BE IT RESOLVED THAT the Board of Directors approves the revised Licensee Competency Framework as outlined in the Research Report: The 2025 Competency Standards Benchmark Study for RCIC and RISIA Practice, effective immediately.

BE IT FURTHER RESOLVED THAT the revisions include the following changes to the competency profiles:

- For Regulated Canadian Immigration Consultants (RCICs):
 - o Additions:

- 1.4.4: Demonstrates knowledge of the Labour Market Impact Assessment application process.
- 1.7.9: Demonstrates knowledge of the Canada Border Services Agency (CBSA) role and procedures as they relate to immigration.
- 4.1.5: Recognizes personal limitations and seeks support when necessary.
- 6.5.7: Treats all clients in a professional manner while upholding standards, regardless of the costs associated with the client's case.
- o Removals:
 - 3.1.3, 4.2.2, 4.4.2, 7.2.2, 7.2.6, 7.3.2 (detailed descriptions as outlined in the report).
- For Regulated International Student Immigration Advisors (RISIAs):
 - o Addition:
 - 1.4.4: Demonstrates an understanding of the International Student Program's relationship to other classes of temporary and permanent immigration.
 - 2.2.6 Explains the potential consequences of breaching study permit requirements.
 - o Removals:
 - 1.5.1, 1.8.1, 4.1.1, 5.1.3, 5.1.5, 5.1.6, 7.4.6 (detailed descriptions as outlined in the report).

BE IT FURTHER RESOLVED THAT the Board affirms the importance of maintaining an up-to-date and evidence-based Licensee Competency Framework to support regulatory effectiveness, ensure public protection, and reflect the evolving demands of the immigration profession.

CARRIED

The Chairperson thanked Ben Rempel for his report.

8.6 BOARD COMMITTEE TERMS OF REFERENCE

The Chairperson called upon Ben Rempel, Chairperson, GNC to report.

Ben Rempel referred to the documents distributed in advance of the meeting and reported that GNC reviewed the terms of reference for the three Board Committees. The objective was to standardize the format for Committee meetings and Terms of Reference for all Committees.

Ben Rempel reported that there were no changes to the FAC terms of reference and amendments made to GNC terms of reference were indicated with tracked changes. He advised that the terms of reference for the Human Resources Committee was expanded from the former CEO Performance Review and Evaluation Committee.

Following the discussion of the terms of reference, the Chairperson called for a motion to approve all three.

Moved by Ben Rempel, seconded by Richard Dennis:

BE IT RESOLVED THAT the Human Resources Committee Terms of Reference, in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

BE IT RESOLVED THAT the revised Governance and Nominating Committee Terms of Reference, in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

The Chairperson thanked Ben Rempel for his report.

8.7 BOARD DEVELOPMENT AND EDUCATION PLAN

The Chairperson called upon Ben Rempel, Chairperson, GNC to report.

Ben Rempel referred to the documents distributed in advance of the meeting and reported that a recent survey of Directors indicated strong interest in development sessions focused on fiduciary duties and distinguishing between governance and operational responsibilities. Based on this feedback, the Committee conducted a resolution via email, recommending that the College proceed with an in-person session in September, to be facilitated by McGlashan Consulting.

The Chairperson thanked Ben Rempel for his report.

9. NEXT MEETING AND TERMINATION

The Chairperson announced the next meeting of the Board of Directors will be held on September 25th and September 26th, 2025, in Burlington, ON.

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Marty Baram, seconded by Normand Beaudry:

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

IN CAMERA SESSION – BOARD DISCUSSION

IN CAMERA SESSION MOTIONS

On a motion duly made, seconded and carried

BE IT RESOLVED THAT

- (1) To close the in-camera session and,
- (2) Move the meeting into open session.

CARRIED

TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 5:30 PM ET.

CARRIED

Stan Belevici, RCIC-IRB
Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Consent Agenda	RESOLVED THAT the 3 items contained in the Consent agenda, as presented, be and are hereby approved: 1. Minutes of Board Meeting of March 20, 2025 2. Report of the CEO Performance Review and Evaluation Committee 3. Independent Complaints Review Officer's Report	1
2	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as presented.	2
5.4	Management Reports	RESOLVED THAT the Board of Directors acknowledge and recognize the achievement of the work of the Professional Conduct department in reducing the legacy files.	3
6.3	Draft Budget for Fiscal 2026	RESOLVED THAT the proposed budget for the financial year of the College ending June 30, 2026, in substantially the form presented, be and is hereby approved with immediate effect.	4
6.4	Auditor Engagement and Remuneration	RESOLVED THAT the remuneration fee of \$50k for the Auditor, Doane Grant Thornton, LLP for fiscal year 2025, be and is hereby approved with immediate effect.	5
8.3	Approval of Draft By-laws	RESOLVED THAT (1) the substantive content of the following draft College By-laws: By-law No. 3 – Fees and Licensing By-law No. 4 – Licensees By-law No. 5 – Firms in substantially the form recommended by the GNC; and (2) the substantive content of the following draft College By-laws: By-law No. 7 – Compliance By-law No. 9 – Professional Conduct By-law No. 10 – Compensation Fund in substantially the form reviewed by the Board; be and is hereby approved; and	6

Resolution	Agenda Item	Topic	Motion
		(3) College staff be and are hereby authorized and directed to submit, as necessary, such draft College By-laws to the federal Department of Justice for preliminary review and discussion purposes, as part of the By-laws of the College made pursuant to s. 80 of the College Act.	
8.3.1	Resolution – Corporate Secretary	<p>RESOLVED THAT</p> <p>WHEREAS the role of the Corporate Secretary is integral to the effective governance and operations of the Board and its Committees;</p> <p>WHEREAS the draft By-Law 2, entitled “Board Organization and Corporate Provisions,” is currently under review and revision;</p> <p>BE IT RESOLVED THAT draft By-Law 2 be amended to include explicit reference to the position of Corporate Secretary, with defined responsibilities in support of the Board and its Committees;</p> <p>BE IT FURTHER RESOLVED THAT the draft By-law shall specify the Corporate Secretary’s functional “dotted-line” reporting relationship to the Chairperson of the Board and administrative reporting relationship to the Chief Executive Officer;</p> <p>BE IT FURTHER RESOLVED THAT comprehensive Terms of Reference for the Corporate Secretary be developed, outlining the duties, responsibilities, authority, and reporting structure of the role;</p> <p>BE IT FINALLY RESOLVED THAT these amendments shall become effective immediately upon approval by the Board.</p>	7
8.5	Approval of Licensee Competency Framework	<p>RESOLVED THAT the Board of Directors approves the revised Licensee Competency Framework as outlined in the Research Report: The 2025 Competency Standards Benchmark Study for RCIC and RISIA Practice, effective immediately.</p> <p>BE IT FURTHER RESOLVED THAT the revisions include the following changes to the competency profiles:</p> <ul style="list-style-type: none"> • For Regulated Canadian Immigration Consultants (RCICs): <ul style="list-style-type: none"> o Additions: <ul style="list-style-type: none"> • 1.4.4: Demonstrates knowledge of the Labour Market Impact Assessment application process. 	

Resolution	Agenda Item	Topic	Motion
		<ul style="list-style-type: none"> • 1.7.9: Demonstrates knowledge of the Canada Border Services Agency (CBSA) role and procedures as they relate to immigration. • 4.1.5: Recognizes personal limitations and seeks support when necessary. • 6.5.7: Treats all clients in a professional manner while upholding standards, regardless of the costs associated with the client’s case. <ul style="list-style-type: none"> o Removals: • 3.1.3, 4.2.2, 4.4.2, 7.2.2, 7.2.6, 7.3.2 (detailed descriptions as outlined in the report). • For Regulated International Student Immigration Advisors (RISIAs): <ul style="list-style-type: none"> o Addition: • 1.4.4: Demonstrates an understanding of the International Student Program’s relationship to other classes of temporary and permanent immigration. • 2.2.6 Explains the potential consequences of breaching study permit requirements. <ul style="list-style-type: none"> o Removals: • 1.5.1, 1.8.1, 4.1.1, 5.1.3, 5.1.5, 5.1.6, 7.4.6 (detailed descriptions as outlined in the report). <p>BE IT FURTHER RESOLVED THAT the Board affirms the importance of maintaining an up-to-date and evidence-based Licensee Competency Framework to support regulatory effectiveness, ensure public protection, and reflect the evolving demands of the immigration profession.</p>	
8.6	Board Committee Terms of Reference	<p>RESOLVED THAT the Human Resources Committee Terms of Reference, in substantially the form presented, be and is hereby approved with immediate effect.</p> <p>RESOLVED THAT the revised Governance and Nominating Committee Terms of Reference, in substantially the form presented, be and is hereby approved with immediate effect.</p>	8
9	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	9

Resolution	Agenda Item	Topic	Motion
	In camera session be moved to the open session and the Board resume in open session	RESOLVED THAT 1. To close the in camera session and, 2. Move the meeting into open session.	10
	Termination	RESOLVED THAT the meeting be and is hereby terminated at 5:30 PM ET.	11