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**Minutes of a Meeting of the Board of Directors  
of the College of Immigration and Citizenship Consultants  
Held at 8:30 AM MT, Thursday, November 27, 2025  
At the the Calgary TELUS Convention Centre, and via Zoom  
136 8<sup>th</sup> Ave SE, Calgary, AB T2G 0K6**

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**Board of Directors:**

Stan Belevici, RCIC-IRB, Chairperson  
John Burke, RCIC (Vice-Chairperson)  
Normand Beaudry  
Richard Dennis, RCIC  
Tim D'Souza  
Jennifer Henry  
Ben Rempel  
Jyoti Singh\*

**Ministerial Observers:**

Peter Christensen, Assistant Director, Admissibility,  
Immigration, Refugees and Citizenship Canada  
Allie Thompson, Senior Policy Analyst, Integrity  
Policy & Program, immigration, Refugees and  
Citizenship Canada\*  
Natalia Osorio, Policy analyst, Integrity Policy &  
Program, Immigration, Refugees and Citizenship  
Canada\*  
Mashal Dawkins, Policy analyst, Integrity Policy &  
Program, Immigration, Refugees and Citizenship  
Canada\*

**Management:**

Kate Lamb, Interim President & CEO  
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

**Absent: N/A**

\*Via Teleconference

**1. WELCOME AND INTRODUCTORY REMARKS**

**Quorum**

1.1 The Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 8:30 am MT.

With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

1.2 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.

### 1.3 Introduction

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

### 1.4 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 pre-circulated materials and requested a motion to approve the consent agenda. A request was made to remove the minutes of the September 25, 2025, meeting for further review and offline discussion, citing noted discrepancies and time constraints. The item will be resubmitted for approval at the next Board meeting. The Chairperson then called for a motion to approve the amended consent agenda.

Moved by John Burke, seconded by Jennifer Henry:

**BE IT RESOLVED THAT** the 4 items contained in the Consent agenda, be and are hereby approved:

1. Minutes of Meeting of October 21, 2025
2. Independent Complaints Review Officer's Report
3. Report of Human Resources Committee
4. Report of the CEO Succession Planning Workgroup

**CARRIED**

## 3. APPROVAL OF MEETING AGENDA

The Chairperson referred to the amended agenda and called for a motion for its approval.

Moved by Normand Beaudry, seconded by Ben Rempel:

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

**CARRIED**

*Jyoti Singh joined the meeting at 8:46 am MT.*

## **4. REPORT OF THE CHAIRPERSON**

The Chairperson reported that the College is advancing toward full regulatory operation, supported by key governance developments, including new By-laws currently under Department of Justice review. He advised that interim By-laws remain in effect to ensure continuity until final approval and implementation in 2026. He indicated that preparations are underway for the onboarding of government-appointed directors, expected in early 2026, marking an important step in enhancing Board accountability. He emphasized that these initiatives reflect heightened expectations for transparency and credibility from stakeholders and the public, alongside progress on projects such as the compensation fund framework and strengthened regulatory processes.

The Chairperson commended Interim President & CEO Kate Lamb for her steady leadership and effective management during the College's transition, noting the Board's strong confidence in her team's dedication and professionalism.

## **5. MANAGEMENT REPORTS**

### **5.1 – 5.4 MANAGEMENT REPORTS**

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

- Beata Pawlowska, Director of Professional Standards, Research, Education and Policy (PREP), reported that the department was developing predictive models using demographic and visa data to analyze immigrant engagement with licensed consultants, despite consistently high satisfaction rates. She advised that recent research activities included 17 completed interviews, 10 scheduled, and six forthcoming focus groups examining institutional policies that connect clients with licensed professionals. She reported that preliminary results showed 40 percent of international students used licensed consultants, informing the College's risk mitigation and education strategies.

She indicated that PREP also completed a scoping review of responsible AI governance frameworks to guide future policy on AI-assisted tools. Beata Pawlowska noted that all educational programs continue to operate at full capacity, supporting continuous competence as a central risk control, with the exam bank expanding to enhance security and flexibility. She indicated that despite ongoing resource constraints, only one of several requested new positions would affect the current budget. The Board agreed to defer staffing decisions to the next budget cycle, and Interim President & CEO Kate Lamb confirmed an organizational resource review aligned with 2026 strategic priorities.

- Director of Registration, Cathy Pappas reported that the Registration Department maintained steady post-renewal enforcement activity, with approximately 1,300 license suspensions following the annual renewal period—consistent with prior years. She reported that most suspensions were temporary and resolved through compliance or voluntary withdrawal. Her reporting reflected a modest 0.6% decline in total licensees

from July to August, continuing a gradual leveling trend. Cathy Pappas noted strong Continuing Professional Development participation and stable operations, with inquiry response times meeting the 48-hour standard.

Following discussion, the Board requested expanded reporting on enforcement and suspension data relative to budget forecasts, as well as analysis of potential demographic and policy impacts on licensing trends.

- Laura Halbert, Director of Professional Conduct, reported substantial progress in resolving legacy complaints and combating unauthorized practitioner (UAP) activity despite record complaint volumes. She reported that approximately 88% of pre-college legacy files have been closed, with remaining cases tied to active disciplinary matters. She advised that strong enforcement against UAPs continues, with more than 1,840 unauthorized sites removed, though further investigation was limited by resource constraints.

She noted rising complaint volumes due partly to increased public awareness and highlighted a focus on high-risk licensees, with over 60 cases recently addressed. It was noted that the Public Register remains a vital tool for transparency and mitigating UAP risks. The Board encouraged further analysis of systemic factors contributing to non-compliance, including reduced sector support.

- Jessica Freeman, Director of Communication and Stakeholder Relations, reported significant growth in public and licensee engagement, including a 600% increase in traffic to the College's 2025 AGM webpage and a rise in Public Register visits to 80,000 in October. She noted active collaboration with IRCC to align messaging on the 2026 Regulations and By-laws. She reported that preparations were underway for an expanded Fraud Prevention Month campaign, extending transit advertising to five additional cities and enhancing digital visibility through Google search and new video assets. Jessica Freeman also highlighted the introduction of focus groups involving individuals with lived immigration experience to strengthen message relevance. The Board emphasized the need for clearer reporting on communication objectives, KPIs, and measurable outcomes.

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

The Chairperson thanked the management team for their reports.

*Management was excused from the meeting.*

## **6. SUSTAINABILITY**

### **6.1 REPORT OF THE FINANCE AND AUDIT COMMITTEE**

The Chairperson called upon Tim D'Souza, Chairperson of the Finance and Audit Committee (FAC), to provide his report.

Tim D'Souza noted that the Committee met on November 13, 2025 and that a summary of the meeting highlights had been included in the materials circulated to Directors in advance of the meeting.

### **6.2 REVIEW OF UNAUDITED FINANCIAL RESULTS FOR PERIOD ENDED SEPTEMBER 30, 2025**

The Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the materials circulated in advance of the meeting and reported that the Finance and Audit Committee (FAC) reviewed the unaudited financial results for the quarter ended September 30, 2025. He reported that the College maintained financial stability, posting net income of just under \$170,000—approximately \$80,000 above budget—driven by expense savings of about \$260,000, partially offset by revenue shortfalls of roughly \$180,000. He advised that revenue declines were mainly due to lower fines, annual fees, and reduced specialization program enrollment, while savings resulted from hiring delays, timing of vacations, and reduced legal costs. He indicated that net assets exceeded \$28 million, including \$10 million designated to the compensation fund and \$13.5 million in unrestricted reserves. He advised that the FAC deferred recommendations on net asset restrictions pending final decisions on related policies.

The Board expressed concern over declining specialization program revenue and requested a detailed analysis and risk assessment for inclusion in the College's risk register. Management agreed to provide a comprehensive breakdown in future reports. Tim D'Souza noted that FAC had reviewed revised licensing projections and would revisit the issue at its next meeting to determine whether the revenue shortfall is temporary or structural.

The Chairperson thanked Tim D'Souza for his report.

### **6.3 APPOINTMENT OF AUDITOR FOR F2026**

The Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed in advance of the meeting and reported that FAC recommended the reappointment of Doane Grant Thornton LLP as the College's

auditors for the upcoming fiscal year. He noted that the recommendation was based on positive performance evaluations and the firm's continued high-quality service. The Committee highlighted the benefits of retaining experienced staff familiar with the College's accounts, Lynn Stivaletti, while also gaining new perspectives from recently assigned team members following the firm's merger. Tim D'Souza added that both management and the Committee acknowledged sector trends supporting longer auditor tenures under consistent leadership, after which the Chairperson called for a motion to approve the recommendation.

Moved by Tim D'Souza, seconded by Jennifer Henry:

**BE IT RESOLVED THAT** the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ending June 30, 2026, be and is hereby approved, with immediate effect.

**CARRIED**

The Chairperson thanked Tim D'Souza for his report.

#### **6.4 COMPENSATION FUND**

The Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed in advance of the meeting. He reported that FAC reviewed the compensation fund's payout cap framework and engaged actuaries to determine a balanced maximum payout level. The FAC initially considered a management proposal to embed payout limits in the College's By-laws but ultimately recommended maintaining such limits through policy for greater flexibility. During discussion, Directors requested clarity on the resolution's wording and potential feedback from ministerial observers, noting consistency with Department of Justice consultations and previous By-law direction. After the discussion, the Chairperson called for a motion to approve the recommendation.

Moved by Tim D'Souza, seconded by John Burke:

**BE IT RESOLVED THAT** that the Board of Directors approve that the By-laws not include the compensation fund payout cap, leaving it in policy to ensures flexibility and avoid the procedural hurdles associated with By-law amendments.

**CARRIED**

The Chairperson thanked Tim D'Souza for his report.

## **6.5 RISK MITIGATION REGISTER**

The Chairperson called upon Tim D’Souza to report.

Tim D’Souza directed Victoria Rumble to present the Risk Mitigation Register. Victoria Rumble referred to the documents circulated in advance of the meeting and reported that the College’s risk register now includes 27 risks, up from 25, with two new policy-related additions. She highlighted the need to finalize and stabilize the procurement policy and to have the Human Resources Committee review HR policies. She indicated that while most risks remain low, several have been classified as high, with none deemed critical.

During the review, Directors questioned whether the “policy governance framework” should maintain a low-risk rating and noted that some low-rated risks may warrant reassessment. “Delays in By-laws” were identified as a concern, given the absence of a finalization date and dependency on regulatory work. The Board also requested that licensee volume forecasts be incorporated into financial projections to assess potential revenue risks. Consensus was reached to re-evaluate certain low-rated risks in future reviews.

The Chairperson thanked Victoria Rumble for her report.

## **7. GOVERNANCE**

### **7.1 REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE**

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report.

Ben Rempel reported that the Committee met on October 16, 2025, and a summary of the meeting highlights had been circulated to Directors in advance. Questions were raised regarding the scope of the compensation survey and the selection process for the Board education session, Ben Rempel clarified that the survey applies to the Board of Directors and that the Governance and Nominating Committee (GNC) will review additional data and revisit the matter at the next Board meeting. Ben Rempel advised that the GNC had approved the presenter for the Board education session; however, a scheduling conflict prevented the presentation at the November meeting. He noted that the Committee had reviewed several providers and selected a prominent one to present at the March Board meeting.

The Chairperson thanked Ben Rempel for his report.

## **7.2 PROPOSED APPOINTMENTS AND REAPPOINTMENTS TO STANDING COMMITTEES**

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report. Ben Rempel reported that GNC proposed one adjustment to the Human Resources Committee—adding an additional member, Jyoti Singh, who has agreed to serve. The Chairperson called for motion, and discussion followed regarding Committee composition, including clarification that membership was governed by the terms of reference with a maximum of five members. The motion was subsequently put to a vote and carried unanimously.

Moved by Ben Rempel, seconded by Richard Dennis:

**BE IT RESOLVED THAT** the following Directors be and are hereby appointed/reappointed as members of the following standing Committees, each to hold such position until a successor is appointed:

1. Finance and Audit Committee:
  - T. D’Souza (Chairperson)
  - J. Burke
  - J. Henry
  - J. Singh
  - S. Belevici (Ex-Officio)
  
2. Governance and Nominating Committee:
  - B. Rempel (Chairperson)
  - R. Dennis (Vice-Chairperson)
  - N. Beaudry
  - J. Burke
  - S. Belevici (Ex-Officio)
  
3. Human Resources Committee:
  - S. Belevici (Chairperson)
  - N. Beaudry (Vice-Chairperson)
  - J. Henry
  - J. Singh
  - B. Rempel

**CARRIED**

The Chairperson thanked Ben Rempel for his report.

### **7.3 PROPOSED APPOINTMENT TO TRIBUNAL COMMITTEE AND INDEPENDENT COMPLAINTS REVIEW OFFICER**

The Chairperson called upon Ben Rempel, Chairperson of the Governance and Nominating Committee, to provide his report. He reported the proposed appointments to the Tribunal Committee, including the appointment of a new Vice Chair and a new RCIC member, as well as the reappointment of current members for another term. He provided context was provided regarding earlier Board deliberations, emphasizing the Board's legislative responsibility to make informed tribunal appointments. Directors noted improvements in the background information provided to support these decisions and discussed the need for enhanced reporting beyond basic resumes and bios. He advised that the GNC and Board had previously considered introducing By-law provisions to formalize such reporting, although a review of By-law 6 (Committees) revealed no existing reference.

There was a suggestion for Management may need to consult the Department of Justice on possible amendments to support more substantive reporting from tribunals to guide appointment decisions. The Board was reminded that previous reappointments were limited to one year, although authority exists to appoint for up to five years. Ben Rempel indicated that the current resolution requested approval of two additional tribunal members, bringing total membership to 27, and reappointment of all members for one-year terms.

Ben Rempel then addressed the proposed reappointments to the Complaints Committee. It was noted that similar considerations raised for the Tribunal Committee applied here, though this resolution was more straightforward, involving only one-year reappointments with no new members.

The Chairperson then called for a motion to approve the appointments and reappointments.

Moved by Ben Rempel, seconded by Richard Dennis:

#### **BE IT RESOLVED THAT**

the appointment of Jeanie Theoharis as Vice Chair and Arian Sultafa, RCIC member, to the Tribunal Committee for a period of not more than 5 years (as per Section 29(3) of the Act. \*It has been the practice of the GNC to recommend the appointment for one-year terms given the anticipated new regulations.

the proposed re-appointments to the Tribunal Committee for a period of not more than 5 years (as per Section 29(3) of the Act. \*It has been the practice of the GNC to recommend the appointment for one-year terms given the anticipated new regulations.

the Board of Directors approve the re-appointment of current Complaints Committee members for an additional one-year term to the Complaints Committee.

the position of ICRO be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.

**CARRIED**

The Chairperson thanked Ben Rempel for his report.

## **8. GENERAL INFORMATION**

The Chairperson announced the next meeting of the Board of Directors will be held on March 26, 2026, in Burlington, Ontario and via Zoom.

### **MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)**

#### **IN-CAMERA SESSION MOTIONS**

Moved by Normand Beaudry, seconded by Tim D'Souza:

**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 12:15 PM MT.

**CARRIED**

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Stan Belevici  
Chairperson

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Nithiya Paheerathan  
Recording Secretary

## Summary of Resolutions and Actions Discussed

**Record of Resolutions**

<b>Resolution</b>	<b>Agenda Item</b>	<b>Topic</b>	<b>Motion</b>
<b>1</b>	<b>Consent Agenda</b>	<b>RESOLVED THAT</b> the 4 items contained in the Consent agenda, as amended, be and are hereby approved: Minutes of Meeting of October 21, 2025 Independent Complaints Review Officer's Report Report of Human Resources Committee Report of the CEO Succession Planning Workgroup	1
<b>2</b>	<b>Agenda</b>	<b>RESOLVED THAT</b> the Agenda for the meeting be and is hereby approved as amended.	2
<b>6.3</b>	<b>Appointment of Auditor for F2026</b>	<b>RESOLVED THAT</b> the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ending June 30, 2026, be and is hereby approved, with immediate effect.	3
<b>6.4</b>	<b>Compensation Fund</b>	<b>RESOLVED THAT</b> that the Board of Directors approve that the By-laws not include the compensation fund payout cap, leaving it in policy to ensure flexibility and avoid the procedural hurdles associated with By-law amendments.	4
<b>7.2</b>	<b>Proposed Appointments and Reappointments to Standing Committees</b>	<b>RESOLVED THAT</b> the following Directors be and are hereby appointed/reappointed as members of the following standing Committees, each to hold such position until a successor is appointed: 1. Finance and Audit Committee: T. D'Souza (Chairperson) J. Burke J. Henry J. Singh S. Belevici (Ex-Officio)  2. Governance and Nominating Committee: B. Rempel (Chairperson) R. Dennis (Vice-Chairperson) N. Beaudry J. Burke S. Belevici (Ex-Officio)  3. Human Resources Committee: S. Belevici (Chairperson)	5

Resolution	Agenda Item	Topic	Motion
		<p>N. Beaudry (Vice-Chairperson)            J. Henry            J. Singh            B. Rempel</p>	
7.3	<p><b>Proposed Appointment to Tribunal Committee and Independent Complaints Review Officer</b></p>	<p><b>RESOLVED THAT</b> the appointment of Jeanie Theoharis as Vice Chair and Arian Sultafa, RCIC member, to the Tribunal Committee for a period of not more than 5 years (as per Section 29(3) of the Act. *It has been the practice of the GNC to recommend the appointment for one-year terms given the anticipated new regulations.</p> <p>the proposed re-appointments to the Tribunal Committee for a period of not more than 5 years (as per Section 29(3) of the Act. *It has been the practice of the GNC to recommend the appointment for one-year terms given the anticipated new regulations.</p> <p>the Board of Directors approve the re-appointment of current Complaints Committee members for an additional one-year term to the Complaints Committee.</p> <p>the position of ICRO be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.</p>	6
	<p><b>Board meeting move in camera</b></p>	<p><b>RESOLVED THAT</b> the Board meeting move in camera.</p>	7
	<p><b>In camera session be moved to the open session and the Board resume in open session</b></p>	<p><b>RESOLVED THAT</b></p> <ol style="list-style-type: none"> <li>1. To close the in camera session and,</li> <li>2. Move the meeting into open session.</li> </ol>	8
	<p><b>Termination</b></p>	<p><b>RESOLVED THAT</b> the meeting be and is hereby terminated at 12:15 PM MT.</p>	9