



BOARD OF DIRECTORS MEETING

NOVEMBER 27, 2025

CALGARY TELUS CONVENTION CENTRE

136 8th AVENUE SE, CALGARY, ALBERTA T2P 0K6

BOARD OF DIRECTORS MEETING

AGENDA

PARTICIPANTS

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 & Interim Registrar

Beata Pawlowska, Director, Professional Standards, Research, Education
& Policy

Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board Administration

CONSENT AGENDA

Stan Belevici, RCIC-IRB

- | | |
|---|----------|
| A. Minutes of Meeting of September 25, 2025 | Approval |
| B. Minutes of Meeting of October 21, 2025 | Approval |
| C. Independent Complaints Review Officer's Report | Report |

MEETING AGENDA

8:30 AM	1. Welcome and Introductory Remarks (2 mins) <i>Stan Belevici, RCIC-IRB</i>	
	1.1 Recording Secretary	
	1.2 Land Acknowledgement	
	1.3 Introductions	
	1.4 Conflict of Interest	
8:32 AM	2. Approval of Consent Agenda (1 min) <i>Stan Belevici, RCIC-IRB</i>	Approval
8:33 AM	3. Approval of Meeting Agenda (2 mins) <i>Stan Belevici, RCIC-IRB</i>	Approval
8:35 AM	4. Report of the Chairperson (10 mins) <i>Stan Belevici, RCIC-IRB</i>	Report

5. MANAGEMENT REPORTS

8:45 AM	5.1 Report: Professional Standards, Research, Education and Policy (10 mins) <i>Beata Pawlowska</i>	Reference
8:55 AM	5.2 Report: Registration Department (10 mins) <i>Cathy Pappas</i>	Reference
9:05 AM	5.3 Report: Professional Conduct Department (10 mins) <i>Laura Halbert</i>	Reference
9:15 AM	5.4 Report: Communications and Stakeholder Relations Department (10 mins) <i>Jessica Freeman</i>	Reference

DEPARTURE OF DEPARTMENT DIRECTORS

6. SUSTAINABILITY

9:30 AM	6.2 Review of Financial Results for period ended September 30, 2025 (15 mins) <i>Tim D'Souza</i>	Discussion
9:45 AM	6.3 Appointment of Auditor for F2026 (5 mins) <i>Tim D'Souza</i>	Approval
9:50 AM	6.4 Compensation Fund (10 mins) <i>Tim D'Souza</i>	Approval
10:00 AM	6.5 Risk Mitigation Register (10 mins)	Discussion

10:10 AM

BREAK (15 mins)

7. GOVERNANCE

10:35 AM

7.2 Proposed Appointments and Reappointments to
Standing Committees (10 mins)
Ben Rempel

Approval

10:45 AM

7.3 Proposed Appointments to Tribunal Committee
and Independent Complaints Review Officer (10 mins)
Ben Rempel

Approval

8. GENERAL INFORMATION

10:55 AM

8.1 Board of Directors Meeting

Reference

Date: March 26 & 27, 2026

Location: Burlington, ON

**IN CAMERA SESSION - MEETING CLOSED TO
PUBLIC**

Stan Belevici, RCIC-IRB

12:15 PM

TERMINATION

Stan Belevici, RCIC-IRB

Approval

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM, ET, Thursday, September 25, 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:

Ben Rempel (Interim Chairperson)
John Burke, RCIC (Vice-Chairperson) *
Marty Baram, RCIC*
Normand Beaudry
Richard Dennis, RCIC
Tim D'Souza
Jyoti Singh

Ministerial Observer:

Peter Christensen, Assistant Director,
Admissibility, Immigration, Refugees and
Citizenship Canada

Management:

Stan Belevici, RCIC-IRB, 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

Jennifer Henry

** Via Teleconference*

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

The Interim Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 1:00 pm ET. With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

a) Land Acknowledgement

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

2. APPROVAL OF CONSENT AGENDA

The Interim Chairperson noted that the Consent Agenda had been distributed prior to the meeting and proposed moving two items—8.3 Board Development and Education Plan and 8.6 Results of the Survey Regarding Convene—to the Consent Agenda. This adjustment was intended to provide additional time to focus on substantive discussions during the meeting.

The Interim Chairperson then called for a motion to approve the Consent Agenda as amended.

Moved by John Burke, seconded by Marty Baram:

BE IT RESOLVED THAT the 11 items contained in the Consent agenda, as amended, be and are hereby approved:

1. Minutes of Board Meeting of June 19, 2025
2. Report of the Finance and Audit Committee
3. Report of the Governance and Nominating Committee
4. Report of the Human Resources Committee
5. Independent Complaints Review Officer's Report
6. Confirmation of the Authorized Signing Officers
7. Updated College Succession Plan
8. Tribunal Appointment
9. Approval of Interim Registrar
10. Board Development and Education Plan
11. Results of the Survey regarding Convene

CARRIED

3. APPROVAL OF MEETING AGENDA

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

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

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

CARRIED

4. REPORT OF THE INTERIM CHAIRPERSON

The Interim Chairperson reaffirmed the College's core purpose and noted that the organization is entering a pivotal stage of transition and renewal. He reported that as the College moves toward

finalizing regulations to fully implement the College of Immigration and Citizenship Consultants Act, this milestone will signify the completion of its transition phase.

He acknowledged the vital role of transitional measures in maintaining the institutional framework, policies, and By-laws during this period, as well as the significant contributions of the transitional Board in preparing for the post-transition phase through the development of updated By-laws, standards, and governance policies.

He advised that the Board reached consensus on the need for new executive leadership to guide the College beyond transition and recognized the valuable contributions of the former CEO, John Murray. He advised that some notable achievements include establishing a registration process, implementing professional training and mentorship programs, reduction of backlogs in complaints and applications, strengthening oversight of unlicensed practitioners, and advancing professionalism initiatives.

The Interim Chairperson emphasized transparency, accountability, and trust as foundational principles, and highlighted the importance of honest communication, credible reporting, and continuous improvement. He stressed that effective governance depends on strong collaboration between the Board and operations, supported by open communication, shared accountability, and clarity of roles between the Chairperson, CEO, and Corporate Secretary.

He concluded the report with expressing appreciation for the dedication of Board members and the leadership team, whose efforts have been instrumental in advancing essential regulatory work and establishing a solid foundation for the College's future.

5. MANAGEMENT REPORTS

5.1 REPORT OF THE INTERIM CEO

The Interim Chairperson called upon Stan Belevici, Interim President & CEO to report.

Stan Belevici acknowledged the challenges associated with organizational change and emphasised the importance of supporting and reassuring staff throughout the process. He noted that open communication remained a key strategy to ensure that decisions are transparent, well-understood, and broadly supported.

He further noted that the leadership team were actively engaged to collect insights, maintain alignment, and strengthen collaboration across departments. He noted the importance of promoting consistency with the broader strategic plan, while ongoing teamwork was essential to fostering an informed environment and achieving shared, comparable outcomes.

The Interim Chairperson thanked Stan Belevici for his report.

5.2 – 5.6 MANAGEMENT REPORTS

The Interim 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 that the College achieved several key milestones this year, including the completion of revisions to the Essential Competencies for RCIC and RISIA Practice—a significant step forward in strengthening the regulatory foundation. She noted that the updated framework was presented to the Board of Directors in June and was followed by stakeholder briefings and coordinated planning for integration across all educational programs.

She reported that concurrently, preliminary work had begun on item bank validation and examination alignment with the new framework noting that the item bank now exceeds 5,000 questions, enhancing exam integrity and providing operational flexibility.

In the area of research, she reported that the fellowship project secured a second Mitacs Accelerate grant, underscoring the strength of the College's research initiatives, while the draft AI Scoping Review has been completed, positioning the College to guide ethical AI practices for licensees and staff. She confirmed that program delivery continues to operate effectively, with initiatives such as Mentoring Program Cohort 4 launching in October for 400 licensees. She advised that these achievements demonstrate meaningful progress in advancing the College's commitment to public protection and professional excellence.

- Cathy Pappas, Director of Registration, reported that the College achieved a significant reduction in application processing time, shortening the average duration from 60 to 49 days through process streamlining and the enhanced functionality of the College portal. She advised that annual renewal performance remained strong, with 96 percent of licensees completing their renewals independently, consistent with the previous year.

She reported that despite a rise in call and email volumes during the renewal period, the registration team consistently met key performance indicators, maintaining response times within the 48-hour target for all but one week over the past six months. She added that weekly analytics reviews continue to support timely responsiveness. She noted that the increase in inquiry volume was largely attributed to seasonal peaks and users requiring assistance with login or portal navigation. She advised that as licensees grow more accustomed to the system, inquiry volumes were expected to decline further in future renewal cycles.

- Laura Halbert, Director, Professional Conduct, reported strong operational performance for the year, marking a 20 percent improvement over the previous cycle. She advised that operational efficiency continued to advance through disciplined management and streamlined processes particularly in intake and early resolution functions.

Laura Halbert reported that targeted mechanisms contributed to a 54 percent increase in resolved releases, while complaint resolution remained effective under continuous monitoring for consistent data tracking. She advised that substantial progress was achieved in legacy file management, with 80 percent of 1627 inherited files fully resolved, the remainder actively assigned. She indicated that during Fiscal Year 2025, operations in July and August remained steady, with a reduced issue volume of 53 and no notable rise in new cases.

- Jessica Freeman, Director of Communication and Stakeholder Relations, reported that the College monitored social media performance and engagement throughout the year, using data-driven metrics to assess communication effectiveness and guide outreach. She noted that activity levels aligned with available resources, with marketing and storytelling focused on fraud prevention and protection of vulnerable individuals.

She reported that by year-end, the College had achieved more than 760,000 followers, issued 265 posts, attracted nearly 550,000 website users, and logged approximately 750,000 public register visits, with traffic doubling during fraud prevention initiatives. She noted that growth toward the 800,000-follower target was supported by targeted awareness and marketing across digital and local platforms. She also reported on exploratory work related to artificial intelligence and preparations to present on AI and backlog management at an upcoming regulatory conference. She added that register traffic remained steady despite shifts in immigration policy, and a previous campaign resulted in YouTube subscriber growth from 1,000 to 350,000 within 16 weeks. She concluded that the College made significant progress in risk management and social responsibility, strengthening its national presence amid rising engagement and workload demands.

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 Interim Chairperson thanked the management team for their reports.

6. SUSTAINABILITY

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

Tim D'Souza noted that the Committee met on September 11, 2025 and that a summary of the meeting highlights had been included in the materials circulated to Directors in advance of the meeting.

6.1 REVIEW OF UNAUDITED FINANCIAL RESULTS FOR YEAR ENDED JUNE 30, 2025

The Interim Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed in advance of the meeting. He reported that the Finance and Audit Committee reviewed the unaudited financial results for the year ended June 30. He advised that the College recorded a surplus of just over \$54k, exceeding management's forecast by about \$90k due to higher-than-expected revenue and lower-than-expected expenses. He advised that there were improved enrollment fee revenue and effective expense management, marking the lowest expense variance in seven years, contributed to this positive outcome. He noted that the College's overall financial position was deemed healthy.

The Directors requested to review reserve balances at its next meeting, focusing on appropriate reserve levels and the need for continued IT funding. Additionally, the Directors requested a clean status update on the IT platform's costs, performance, and strategic value to support informed decision-making.

The Interim Chairperson thanked Tim D'Souza for his report.

6.2 RISK MITIGATION REGISTER

The Interim Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents distributed before the meeting and reported that the Risk Register had been reviewed at the last Finance and Audit Committee meeting. He noted that 25 risks were identified and evaluated on a 0–25 scale for likelihood and impact, both before and after mitigation measures.

The latest assessment, he reported, indicated two very high residual risks, seven moderate, and six low. Compared with the previous quarter, ten risks had increased in rating, with the complaint process sufficiency risk receiving the highest but still mid-range score.

He advised that the Committee reviewed the reporting format and frequency as part of a planned one-year evaluation. While some Directors suggested extending the review cycle beyond six months or annually, others favored continued regular monitoring due to organizational changes.

The Interim Chairperson thanked Tim D'Souza for his report.

6.3 FINANCIAL REVIEW – COLELGE PORTAL DEVELOPMENT

The Interim Chairperson called upon Tim D'Souza to report.

Tim D'Souza referred to the documents circulated in advance of the meeting and reported that the College had prepared a schedule comparing budgeted and actual forecasted expenses

for the IT transition initiative. He advised that an initial allocation of \$3 million had been approved for IT requirements at inception, with an additional contribution last year bringing the total capital fund to \$6.5 million. He reported that actual expenditures had increased and that management projected an additional \$4.2 million in IT funding needs over the next three years, pending future budget and strategic plan approvals, for a total projected cost of \$10.9 million.

The Directors raised governance concerns regarding the \$10.9 million forecast and the ongoing budget variances, citing timing and forecasting challenges. They discussed the delays in project completion and acknowledged the need for stronger risk assessment, clearer financial disclosures, and more robust governance oversight. The Directors requested that a new report be prepared to enhance transparency and to support oversight, providing information to guide Board-level decision-making.

The Interim Chairperson thanked Tim D'Souza for his report.

Management was excused from the meeting.

8. GOVERNANCE

The Interim Chairperson called upon Richard Dennis, Vice Chairperson of the Governance and Nominating Committee, to provide his report.

Richard Dennis noted that the Committee met on July 24, 2025, and that a summary of the meeting highlights had been included in the materials circulated to Directors in advance of the meeting.

8.1 REVIEW DRAFT BY-LAWS

Richard Dennis referred to the documents circulated before the meeting and called up Ben Rempel to present. Ben Rempel reported that the Committee reviewed the proposed By-laws and highlighted some items for discussion.

By-law 6: Revocation of Appointments, Directors considered whether revocations should require a simple majority or a higher voting threshold. They noted that the current wording lacked clarity and may not align with forthcoming legislative requirements. As regulations are still pending, the Board agreed to defer a final decision.

By-law 6: Chairperson's Right to Attend Meetings, the Board discussed whether the By-laws should explicitly articulate the Vice Chairperson's authority to attend meetings in the Chair's absence. It was agreed that this authority is inherent to the position and already addressed in the Terms of Reference; therefore, no additional wording in the By-laws was required.

By-law 8: Disclosure of Conflicts of Interest, Directors considered whether annual disclosures were redundant given continuous reporting obligations. While some viewed annual declarations as unnecessary, others supported them as a governance best practice. The Board agreed to retain the annual disclosure requirement temporarily, pending confirmation of future statutory obligations.

The Interim Chairperson called for a motion to approve the draft By-laws.

Moved by Richard Dennis, seconded by John Burke:

BE IT RESOLVED THAT

1. The Board of Directors approve the revised By-law No 6. Committees and By-law No. 8 Conflict of Interest for Directors and Committee Members, in substantially the form presented, and;
2. That the College be and is 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 Interim Chairperson thanked Richard Dennis for his report.

8.2 TERMS OF REFERENCE – CORPORATE SECRETARY

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting noting that the GNC approved a resolution to recognize the position and responsibilities of the Corporate Secretary. He advised that the resolution established formalizing this role through a Terms of Reference ensuring clarity regarding the scope of responsibilities, reporting relationships, and authority, while reinforcing accountability and alignment with best governance practices.

The Vice Chairperson called for a motion to adopt the resolution as presented.

Moved by Richard Dennis, seconded by Tim D'Souza:

BE IT RESOLVED THAT the Board of Directors approve the draft Corporate Secretary Terms of Reference, effective immediately, in substantially the form presented.

CARRIED

The Interim Chairperson thanked Richard Dennis for his report.

8.3 APPROVAL OF ANNUAL GENERAL MEETING DETAILS

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting and noted that GNC had reviewed the matter and recommend Board approval. There were no further comments, and the Interim Chairperson called for a motion to approve the documents as presented.

Moved by Richard Dennis, seconded by John Burke:

BE IT RESOLVED THAT the Board of Directors recommends that the record date for the 2025 AGM be set as October 27, 2025.

BE IT RESOLVED THAT the Board of Directors approve the licensee AGM package to include the following:

Information Circular
Proxy Form

Order of events
Meeting Agenda

BE IT RESOLVED THAT the Board of Directors instruct management to issue the official Notice of Meeting to all licensees on October 28, 2025.

CARRIED

The Interim Chairperson thanked Richard Dennis for his report.

8.4 DRAFT ANNUAL REPORT 2025

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting and reported that the Draft 2025 Annual Report incorporates feedback shared by members of the Board of Directors. The Interim Chairperson called for a motion to approve the Draft 2025 Annual Report.

Moved by Richard Dennis, seconded by Marty Baram:

BE IT RESOLVED THAT the Board of Directors approves the Draft 2025 Annual Report.

CARRIED

The Interim Chairperson thanked Richard Dennis for his report.

9. NEXT MEETING AND TERMINATION

The Interim Chairperson announced the next meeting of the Board of Directors will be held on October 21, 2025 via Zoom followed by the Board of Directors meeting and Annual General Meeting on November 27, 2025 in Calgary, Alberta.

9.1 SCHEDULE OF BOARD AND COMMITTEE MEETINGS

The Interim Chairperson called upon Richard Dennis, Vice Chairperson, GNC to report.

Richard Dennis referred to the documents distributed in advance of the meeting and reported that a list of all Board and Committee meetings for 2026 were included in the package. The Directors discussed the strategic planning cycle and its relevance for the next four years and made suggestions to include strategic planning in the 2026 meeting schedule. The Corporate Secretary took note of the suggestion and will add it to upcoming agenda development discussions.

The Interim Chairperson thanked Richard Dennis for his report.

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 – OUTSTANDING LITIGATION

The Interim Chairperson called upon Stan Belevici, Interim President & CEO, to provide an update on outstanding litigation matters. Stan Belevici briefed the Board and responded to questions from Directors during the in camera session.

IN CAMERA SESSION – IMPLEMENTATION OF SUCCESSION PLAN

The Interim Chairperson reported on the CEO Succession Plan.

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

Ben Rempel
Interim 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 11 items contained in the Consent agenda, as amended, be and are hereby approved: <ol style="list-style-type: none"> 1. Minutes of Board Meeting of June 19, 2025 2. Report of the Finance and Audit Committee 3. Report of the Governance and Nominating Committee 4. Report of the Human Resources Committee 5. Independent Complaints Review Officer's Report 6. Confirmation of the Authorized Signing Officers 7. Updated College Succession Plan 8. Tribunal Appointment 9. Approval of Interim Registrar 10. Board Development and Education Plan 11. Results of the survey regarding Convene 	1
2	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as amended.	2
8.1	Review Draft By-laws	RESOLVED THAT <ol style="list-style-type: none"> 1. The Board of Directors approve the revised By-law No 6. Committees and By-law No. 8 Conflict of Interest for Directors and Committee Members, in substantially the form presented, and; 2. That the College be and is 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. 	3
8.2	Terms of Reference - Corporate Secretary	RESOLVED THAT the Board of Directors approve the draft Corporate Secretary Terms of Reference, effective immediately, in substantially the form presented.	4
8.4	Approval of Annual General Meeting Details	RESOLVED THAT the Board of Directors recommends that the record date for the 2025 AGM be set as October 27, 2025. BE IT RESOLVED THAT the Board of Directors approve the licensee AGM package to include the following:	5

Resolution	Agenda Item	Topic	Motion
		Information Circular, Order of events, Proxy Form, Meeting Agenda BE IT RESOLVED THAT the Board of Directors instruct management to issue the official Notice of Meeting to all licensees on October 28, 2025.	
8.5	Draft Annual Report 2025	RESOLVED THAT the Board of Directors approves the Draft 2025 Annual Report.	6
	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	7
	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.	8
	Termination	RESOLVED THAT the meeting be and is hereby terminated at 5:30 PM ET.	9

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM, ET, Tuesday, October 21, 2025, via Zoom**

Board of Directors:

Ben Rempel (Interim Chairperson)
Normand Beaudry
Richard Dennis, RCIC
Tim D'Souza
Jennifer Henry
Jyoti Singh

Ministerial Observer:

Peter Christensen, Assistant Director,
Admissibility, Immigration, Refugees and
Citizenship Canada

Absent:

John Burke, RCIC (Vice-Chairperson)
Laura Halbert, Director, Professional Conduct
Beata Pawlowska, Director, Professional
Standards, Research, Education and Policy

Management:

Stan Belevic, RCIC-IRB, Interim President & CEO
Jessica Freeman, Director, Communications and
Stakeholder Relations
Cathy Pappas, Director, Registration
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

Guests:

Lynn Stivaletti, Principal, Doane Grant Thornton LLP
Kashif Khan, Senior Manager, Doane Grant
Thornton LLP

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

The Interim Chairperson declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 1:04 pm ET. With the consent of the meeting, Nithiya Paheerathan acted as Recording Secretary.

a) Land Acknowledgement

The Interim 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 Interim Chairperson welcomed all members of the Board, Ministerial Observer, members of the public, College licensees and staff, auditors and introduced those in attendance.

c) Conflict of Interest Declaration

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

2. APPROVAL OF MEETING AGENDA

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

Moved by Normand Beaudry, seconded by Jennifer Henry:

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

CARRIED

3. DRAFT AUDITED ANNUAL FINANCIAL STATEMENTS 2024/2025

The Interim Chairperson provided an overview of the topic under discussion and invited Tim D'Souza, Chairperson of the Finance and Audit Committee (FAC), to introduce Lynn Stivaletti, Principal, and Kashif Khan, Senior Manager, of Doane Grant Thornton LLP. Tim D'Souza then invited Lynn Stivaletti and Kashif Khan to present.

Lynn Stivaletti referred to the materials distributed in advance of the meeting and presented the Audited Financial Statements for 2024/2025. She noted that the auditors had completed their review of the draft audited financial statements, providing the Board with an assessment of the College's financial position. She further reported that the FAC had reviewed both the financial statements and the auditor's report, which contained an unqualified opinion and identified no material adjustments.

Lynn Stivaletti advised that, as part of the audit report, the paragraph referencing the former auditors was removed due to a merger. She highlighted the inclusion of internally restricted funds, notably a new reserve for the compensation fund, and the addition of a subsequent events note disclosing changes in key management personnel after year-end. Lynn Stivaletti confirmed that the audit was conducted in accordance with accounting standing for not-for-profit organizations (ASNPO), as the College is not government controlled.

Kashif Khan reported that the audit remained subject to the approval of the financial statements and receipt of a signed management representation letter. He confirmed that no instances of fraud or illegal activity were identified during the audit. Legal confirmations regarding ongoing litigation are pending, with two non-material cases noted. Kashif Khan then requested confirmation from College management and Directors that, to their knowledge, no fraud or illegal acts had been committed against the College. Both management and the Committee confirmed this to be the case.

The Board reviewed the Audited Financial Statements and expressed its appreciation to the auditors and management for their work.

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

BE IT RESOLVED THAT

1. the draft audited financial statements of the College for the year ended June 30, 2025, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved; and
2. the Interim Chairperson of the Board and the Chairperson of the FAC be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval.

CARRIED

The Interim Chairperson thanked Lynn Stivaletti and Kashif Khan for their report.

4. NEXT MEETING AND TERMINATION

The Interim Chairperson announced the next meeting of the Board of Directors and Annual General Meeting will be held on November 27, 2025 in Calgary, Alberta.

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

TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 2:30 PM ET.

CARRIED

Ben Rempel
Interim Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
2	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as presented.	1
3	Draft Audited Financial Statements 2024/2025	<p>RESOLVED THAT the draft audited financial statements of the College for the year ended June 30, 2025, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved; and</p> <p>RESOLVED THAT the Interim Chairperson of the Board and the Chairperson of the FAC be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval.</p>	2
	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	3
	In camera session be moved to the open session and the Board resume in open session	<p>RESOLVED THAT</p> <ol style="list-style-type: none"> 1. To close the in camera session and, 2. Move the meeting into open session. 	4
	Termination	RESOLVED THAT the meeting be and is hereby terminated at 2:30 PM ET.	5

Independent Complaints Review Officer's QUARTERLY REPORT

**July 1, 2025 to September 30, 2025
November 3, 2025**

Introduction

This is the Quarterly Report required by Section 5.2 of the Independent Complaints Review Officer Regulation ("ICRO Regulation"):

- 5.2 The ICRO shall report to the Council¹ every quarter of the calendar year:
- (a) statistics that include the number of requests for reviews received in each quarter, the number of reviews concluded in each quarter, the number of reviews still active at the end of each quarter, and the general outcomes of the concluded reviews;
 - (b) a summary of the disposition of the reviews concluded by the ICRO in each quarter, including a summary of any matters referred to the Council, and the reasons for that referral; and
 - (c) an assessment of the Council's handling of complaints, including any trends or concerns, and recommendations regarding improvement of those processes.

This Quarterly Report, covering the third quarter of 2025, the period from July 1, 2025 to September 30, 2025 ("Current Period"), will be presented for the Council's review at its next quarterly meeting.

As required, this Quarterly Report is divided into the following sections: General Statistics, Summary of Disposition of Reviews by ICRO, Assessment of the Handling of Complaints by the College, and Recommendations.

Mandate of the ICRO

On receiving a request for review of a complaint that was not referred to Discipline, the ICRO reviews the College's handling of the complaint to determine if there was any procedural unfairness or any errors in fact or in law. Reviews are expected to be completed within 30 days of the ICRO's receipt of the request for review.

¹ Any references to the Council, and associated terminology, are to be read as references to the College, including the Complaints Committee.

The mandate of the ICRO is set out under section 27 of the By-law, which states in part:

27.2

A complainant may only request an ICRO review by written application using the application form on the Council website. The ICRO is not required to review every matter requested and may in their discretion decide not to conduct a review or may discontinue a review already in progress.

27.3

The ICRO may only review the fairness of the procedure used by the Council or the Complaints Committee to handle the complaint. The ICRO's review will be guided by the accepted principles in the rules and By-laws related to the Complaints and Discipline process. The ICRO cannot review the actual merits of any particular complaint.

27.4

The ICRO will either accept that the procedures were fair or refer the complaint back to the Complaints Committee with a recommendation for further action. During the review, if the ICRO receives fresh information the ICRO considers significant, they may refer that information back to the Complaints Committee for further consideration. Where a matter is referred back to the Complaints Committee the ICRO will direct whether the matter must be considered by a different panel than that which first reviewed the complaint.

Section 4.1 of the ICRO Regulation, enacted pursuant to sections 27 and 56.7 of the By-law, sets out more detail the broad authority of the ICRO:

4.1 The ICRO has the power and discretion to decide how to respond to any request by a complainant to review the closing of their complaint. The ICRO may decide to do one or more of the following:

- (a) refuse the complainant's request for a review, because it does not raise issues that are serious enough, or because any review will likely not lead to any different outcome, or for any other reason;
- (b) review the closing of the complaint, by investigating the Council's handling of the complaint;
- (c) mediate with the complainant and the Council to try to achieve an agreement to settle the matter; or
- (d) stop or temporarily suspend a review at any time, and close the review without any referral or further action, or decide to refer the complaint back to the Council.

These provisions emphasize that, where the request for review is not refused or temporarily suspended, the ICRO's review of a complaint shall be based upon whether the procedures used by the College in its handling of a complaint were fair. The By-law and the ICRO Regulation provide that the ICRO cannot review the actual merits of any complaint, and that the ICRO's review will be governed by the principles in the Tribunal Committee Rules of Procedure and the By-laws related to the Complaints and Discipline process.

Although the ICRO has the power and discretion under the ICRO Regulation to also mediate with the complainant and the College, this power has not yet been used.

Finally, an important part of the role of the ICRO is to make recommendations to the College on how to improve its handling of complaints, including the fairness and transparency of its complaint procedure and process.

General Statistics

This Quarterly Report includes a chart, introduced last quarter, that keeps track not just of the Current Period statistics, but includes statistics from prior quarterly reports since this ICRO's appointment started.

As seen below, the third quarter of 2025 was slow compared to prior recent quarters, dropping to only 4 requests for review, and five completed reviews, for the Current Period.

Quarter ²	Requests for Review Received by ICRO	Reviews Concluded	Active Reviews (as of Sept 30, 2025)
Current Period 3rd, 2025	4	5	0
Prior Quarterly Report Statistics			
2 nd , 2025	8	8	2
1 st , 2025	14	9	5
4 th , 2024	5	11	0
3 rd , 2024	9	4	7
2 nd , 2024	3	2	1
1 st , 2024 ³	1	3	0
4 th , 2023 ⁴	10	10	2
3 rd , 2023 ⁵	5	4	2
2 nd , 2023 ⁶	2 ⁷	2	1
1 st , 2023 ⁸	3	2	1
1 st , 2023 ⁹	1	3	0
4 th , 2022 ¹⁰	4	2	1

² The earlier reports did not cover precise quarterly periods.

³ This Quarterly Report covered the period from February 1, 2024 to March 31, 2024.

⁴ This Quarterly Report covered the period from October 1, 2023 to January 31, 2024.

⁵ This Quarterly Report covered the period from August 1, 2023 to September 30, 2023.

⁶ This Quarterly Report covered the period from April 7, 2023 to July 31, 2023.

⁷ This includes two requests for an extension of time, and the related decision on this request.

⁸ This Quarterly Report covered the period from January 21, 2023 to April 6, 2023.

⁹ This Quarterly Report covered the period from November 12, 2022 to January 20, 2023.

¹⁰ This initial Quarterly Report covered the period from September 29, 2022 to November 11, 2022.

ICRO decisions are expected to be rendered within 30 days receipt of a request for review. Two of the reviews concluded were initially received in the previous quarter. One of the completed requests for review for this Current Period was concluded after the 30-day period, in order to give time for the College to respond to an ICRO request further information.

General Outcome of Reviews Concluded

In conducting a review, generally the ICRO may either (i) accept that there was procedural fairness and no errors in fact or in law in the way the complaint was handled; or (ii) refer the complaint back to the College or Complaints Committee with a recommendation for further action.

There were only four new requests for review were received during this Current Period, and six reviews were concluded (two from the prior period). There were no active reviews at the end of the Current Period.

In the majority of the requests for review, I concluded that there was procedural fairness and no errors in fact or in law in the way that the College handled the complaint. The outcomes are summarized in the next section of this Quarterly Report.

Summary of Disposition of Reviews by ICRO

The following is a summary of the disposition of the reviews conducted:

1. College File No: CD.205.928203

Review Acknowledged by ICRO: June 20, 2025

Matter Closed by ICRO: July 15, 2025

Disposition: The decision of the College to close the complaint with guidance was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

2. College File No: CD.2025.1013905

Review Acknowledged by ICRO: June 30, 2025

Matter Closed by ICRO: July 25, 2025

Disposition: The decision of the College to close the complaint because the licensee's license had already been revoked was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled. A recommendation however was made to the College to revise the wording of the Acknowledgement in its complaint form

3. College File No: CD.2025.948297

Review Acknowledged by ICRO: July 2, 2025

Matter Closed by ICRO: July 28, 2025

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

4. College File No: CD.2025.948759

Review Acknowledged by ICRO: July 22, 2025

Matter Closed by ICRO: August 20, 2025

Disposition: The decision of the College to close the complaint with guidance was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

Note: The Complainant has sought judicial review of this decision.

5. College File No: CD.2025.1072031

Review Acknowledged by ICRO: August 22, 2025

Matter Closed by ICRO: September 30, 2025

Disposition: The decision of the College was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled, based on the evidence submitted. The College opened a new complaint with fresh information submitted by the Complainant after the Complaint was closed.

6. College File No: CD.2023.613-1

Review Acknowledged by ICRO: August 14, 2025

Matter Closed by ICRO: August 14, 2025

Disposition: This was an ICRO decision denying consideration of the request for review. Not only was the request for review received after the 30-day deadline, but also, based on the ICRO's authority under section 4.1(a) of the [Independent Review Officer Regulation](#), the review would likely not have led to any different outcome. The Complainant's main goal was compensation and reimbursement of fees, and the Complainant had already been alerted to seek legal remedies through court.

Assessment of the Handling of Complaints by College and Recommendations

The College has a critical role in regulating immigration and citizenship consultants in the public interest. It protects the public by (a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; (b) ensuring compliance with the code of professional conduct; and (c) undertaking public awareness activities. As part of this mandate, the College has undergone significant reforms in 2024 and

introduced others at the beginning of 2025, with the aim of, in part, enhancing the College's oversight over licensees and strengthening its public protection measures.

The historical overview of general statistics since I started as ICRO shows that this third quarter of 2025 has slowed down the busy trend over the last five quarters. The College's handling of complaints has continued to generally proceed with procedural fairness.

As noted in the "Summary of Disposition of Reviews by ICRO", one recommendation was made to the College during this Current Period. The recommendation was made in the context of a case where the Complainant's personal and family situation was profoundly affected by payment to a Licensee of \$65,000, for an application for temporary residence based on an LMIA-based work permit where the job then failed to materialize. The recommendation was made to address situations where a complainant may have mistakenly identified the College as the source of possible remedies for harm caused by a licensee, including reimbursement of fees paid. What the complainant really sought was outside of the regulatory authority of the College, so the recommendation was less about improving the College's complaint handling on issues within its mandate, which was fair, but more about positively directing complainants to other appropriate resources. The recommendation was to further strengthen the Acknowledgement that appears on every complaint form where a complainant seeks a refund of fees. The suggestion of possible changes is in the bolded text below:

As a reminder, the College's purpose is to regulate immigration and citizenship consultants in the public interest and protect the public. The complaints process focuses on the conduct of licensees not just the fees they charge. The College's ability to assist complainants with reimbursements is **very limited, such as in circumstances where an agreement is reached with the licensee. We may try to assist where appropriate to do this. However, if your goal is reimbursement of fees or seeking damages for harm you suffered, you should consider a civil court process, which you can start at the same time as your complaint. You might wish to contact a lawyer or paralegal to guide you through your legal remedies. If you cannot afford legal counsel, consider contacting a local legal aid office in the province or territory where you reside if you are in Canada.**

Conclusion

Complainants play a critical role in supporting the College's mandate of regulating immigration and citizenship consultants in the public interest. The College relies on them to file complaints about licensees who breach their code of professional conduct or standards of competence. Without these complaints, the College would not be aware of licensee misconduct.

As such, procedural fairness in the College's complaints handling must be consistent with the important role of a complainant in regulatory proceedings. The ICRO's independent role in reviewing the College's complaints handling processes for complaints that it closes ensures accountability and that the College maintains procedural fairness, without errors in fact or in law. The ICRO's role in making recommendations also identifies for the College areas where the College can improve, including enhancing or strengthening, its complaints handling processes and procedures.

It is worthy to note that the College has considered and implemented many of the ICRO's recommendations, and that there has been a decreasing number of recommendations coming from the ICRO on how to improve the College's complaints handling process.

The ICRO will continue to monitor the College's complaints handling processes and provide recommendations, as needed.

Dated this November 3, 2025.

Independent Complaints Review Officer

A handwritten signature in black ink, appearing to be 'Lai-King Hum', with a stylized, cursive script.

Lai-King Hum (she/her/elle), ICRO

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, November 27, 2025
Agenda Item #:	5.1 – Report of Professional Standards, Research, Education and Policy (PREP) Department
Subject:	Report of PREP Department, July 1 – September 30, 2025
Key Contact:	Beata Pawlowska, Director, PREP
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Advancing Regulatory Excellence: Year One Highlights of the Grant-Funded Research: This project investigates the systemic impact of unethical recruitment practices on the public in Ontario and British Columbia and critically assesses how public colleges engage with licensed immigration consultants. Through interviews, policy analysis, and institutional review, the research illustrates gaps in oversight, accountability, and service pathways that expose the public to unregulated, high-risk immigration advice. Given that study-permit applications constitute a significant proportion of all temporary resident applications submitted to Canada each year, access to information, informed choice and the integrity of advice provided to prospective students carries substantial public-protection implications.

CICC Responsible AI Governance Framework: The AI scoping review synthesizes the rapidly emerging landscape of AI-related guidelines, policies, and educational resources issued by Canadian self-regulating organizations, revealing shared principles, early best practices, and the regulatory and operational risks associated with AI adoption across professional sectors. Taken together, these insights offer the College a nuanced, evidence-based understanding of how regulators are beginning to respond to fast-moving technological change, and they illuminate concrete opportunities to craft AI governance that is principled, proportionate, and firmly rooted in the College's public-protection mandate. These findings form the foundation of the proposed *CICC Responsible AI Governance Framework*, which will be further strengthened and empirically grounded through forthcoming survey-based research capturing real-world patterns of AI use among licensees and College staff.

Specialization Program:

- Re-opened Specialization Program registration, adding 22 groups to extend program availability to December 2026.
- Total number of licensees taking courses in this quarter (incl. re-enrollees): 320
- Total number of licensees who completed the program by this quarter (passed and qualify to apply for the Specialization Program exam): 24
- Total number of licensees enrolled in this quarter for future groups (registered, waiting to start program): 120
- Total number of IRB hearing observations hosted: 45

New-Licensee Mentoring Program:

- Completed delivery of Session 3 (March 31, 2025 - August 22, 2025) with 396 mentees and 68 mentors, including hosting of regular support sessions for mentors
- Updated Session 4 program materials based on feedback, as part of Continuous Quality Improvement (CQI).
- Completed enrolment for Session 4 (October 27, 2025 – March 15, 2026) with 400 mentees.
- Completed Session 4 mentor recruitment and onboarding for 70 mentors, orientating them to updates to the program.

Practice Management Education Program:

- A total of 105 PME courses were delivered with 78 in English and 27 in French.
- Total attendance in PME courses during the quarter was 1093.
- Continued discussion and planning for updating PME materials when new Government Regulations and College by-laws are released.

Licensing Examinations:

- Facilitated 21 sessions to support the development of exam content for multiple licensing examinations, including the Specialization Exam, the RCIC Entry-to-Practice Exam (RCIC-EPE), and the RISIA Entry-to-Practice Exam (RISIA-EPE).
- A total of 254 exam items were developed in collaboration with Subject Matter Experts (SMEs) to ensure depth, accuracy, and alignment with exam blueprints.

Exam Bank

Total # of Items per Exam Bank				
	Approved	Pending Review	Removed	TOTAL
SPE	1567	454	368	2389
RCIC-EPE	1409	152	408	1969
RISIA-EPE	583	157	230	970

Items developed between July - September 2025 (Q1)				
	Approved	Pending Review	Removed	TOTAL
SPE	61	17	7	85
RCIC-EPE	58	4	10	72
RISIA-EPE	54	15	28	97
*development involves new and modified items				

Continuing Professional Development Program:

- Number of new CPD Providers approved: 0
- Total number of approved CPD Providers: 63
- Total CPD Provider Activity Applications approved: 213
- Total Licensee Individual Activity Applications approved: 9

CHALLENGES AND OPPORTUNITIES

1. The department continues to face resource constraints that affect its operational capacity. Addressing these ongoing challenges remains essential to sustaining stable College operations, ensuring continuity of service, and enabling the department to meet its mandated responsibilities.
2. There is no other forum that convenes global best practices, experts and cutting-edge research dedicated specifically to immigration consultancy and effective regulation in this sector. A **2026 Symposium** offers a strategically timed opportunity to confront the most consequential issues shaping the College's regulatory landscape and operational priorities, including:
 - **The impact of AI on licensee practice and organizational operations**, with direct implications for oversight, risk management, College operations and regulatory excellence.
 - **The effects of accelerated immigration policy reforms** and their cumulative impact on licensee practice and public protection.
 - **The Compensation Fund** access to best available evidence and expertise strengthening our ability to respond with transparency, fairness, and evidence-based decision-making.
 - **Public-centred research** that generates systematic insight into the demographic characteristics, risk profiles, public-service pathways, and needs of those we serve, thereby forming the analytical foundation for responsive, accountable, and mandate-aligned regulation in the public interest.

To wait beyond 2026 would represent a loss of presence, influence, evidence and trust at the very moment when Collegel's regulatory excellence requires bold, research-driven engagement.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, November 27, 2025
Agenda Item #:	5.2 - Report of the Registration Department
Subject:	Report of Registration Department, July 1 – September 30, 2025
Key Contact:	Cathy Pappas, Director, Registration
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Ongoing Compliance Actions

In the first quarter (Q1) of this current fiscal year (July 1 to September 30, 2025) the Registration Department (RD) has been very busy with compliance.

Q1 numbers:

- 1,355 Suspensions
 - 588 Non-Payment of Annual Renewal fees
 - 456 Failure to submit personal liability insurance
 - 270 Failure to complete Annual Renewal
 - 39 Failure to respond to a request for documentation/information
 - 2 Discipline Committee Orders
- 41 Revocations
 - 40 Non-Payment from Q4 of last fiscal year
 - 1 Failure to respond to a request for documentation/information

Revocations will be much higher next quarter (Q2) as 1,355 suspensions occurred in Q1.

CURRENT PROJECTS AND INITIATIVES

The Annual Renewal period is complete. There are approximately 50 annual renewals submissions that we are continuing to investigate given their good character/good conduct declarations and timing of their submissions.

Our Entry to Practice team has concluded the CPD audit. Of the audit of 200 licensees, 178 submitted their required proof of CPD completion which is 89%. We are following up on the others and finalizing the review of the submissions.

CHALLENGES AND OPPORTUNITIES

Overall growth in the number of licensees remained flat and decreased again slightly over the first quarter of the current fiscal year.

Month	July 2025	August 2025	September 2025
Total RCICs	12161	12083	12068

Month	July 2025	August 2025	September 2025
Total RISIAs	520	518	522

Month	July 2025	August 2025	September 2025
Total Licensees	12681	12601	12590
% growth:	0.58%	-0.63%	-0.09%

RECOGNITION AND MILESTONES

Inquiries to the Registration Department continue to average about 2,700 inquiries per month. They are significantly higher during the Annual Renewal period.

The Registration Department staff continue to maintain the standard of answering inquiries within 48 hours.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday November 27, 2025
Agenda Item #:	5.3 - Report of Professional Conduct Department
Subject:	Report of Professional Conduct Department, July 1 – September 30, 2025
Key Contact:	Laura Halbert, Director, Professional Conduct
Action Required:	<i>For information only</i>
KEY HIGHLIGHTS	
<ul style="list-style-type: none"> 88% of pre-College complaints are now closed We continue to use change management principles and right touch regulatory best practices (proportionate use of time/resources based on risk) to make improvements to our complaint handling processes and timelines across the department. E.g. Voluntary resolutions where public interest is served, interim motions for suspensions when public is at high risk, redeploying resources. Volume of complaints year over year continues to trend upward ~8% + over FY25. UAP disruptions resulted in 1840 social media takedowns in q1. Stakeholder engagement -RCIC advisor on panel for CAPIC conference on the use of AI. 	
CURRENT PROJECTS AND INITIATIVE	
<ul style="list-style-type: none"> Identifying and providing training to positively impact outcome timing and quality. Some delivered in q1, others upcoming in q2/q3. PC team continues to work cross functionally on our highest risk licensees to mitigate public risk including earlier notification of matters referred by Complaints Committee to investigations and seeking interim motions at Discipline Committee when appropriate. 	
CHALLENGES AND OPPORTUNITIES	
<ul style="list-style-type: none"> Complaint volumes continue to trend upwards above FY25 levels of 101/month to 108/month. Q1 closures did not outpace Q1 inputs in this period. Dept strategies in place to mitigate (eg. filling vacancies). College wide mitigation strategies will need to be considered to proactively prevent complaints where possible. Canadian Network of Agencies for Regulation (CNAR) – speaking engagement by Director in October to discuss regulatory complaint backlogs/breakthroughs with other regulators (140 attendees at session). 	
RECOGNITION AND MILESTONES	
<ul style="list-style-type: none"> 1840 UAP social media takedowns completed in Q1 88% reduction in legacy/pre-College complaint volumes 	

- ICRO recommendation to change closing letters to reiterate mandate and purpose of College completed and already seeing a reduction of ICRO review requests.

RECOMMENDATIONS

- Continue to support/recognize that regulatory complaint backlogs take time to resolve in a responsible manner consistent with our regulatory frameworks.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, November 27, 2025
Agenda Item #:	5.4 – Report: Communications and Stakeholder Relations Department (CSR)
Subject:	Report CSR Department, July 1 – September 30, 2025
Key Contact:	Jessica Freeman, Director, CSR
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

In October, CSR ramped up proactive communications to both licensees and the public. Highlights for the period of October 1-27 include:

- 67 total social media posts (increased from 34 in September)
- 3.3 million impressions
- 1,462 engagements
- 35,043 Public Register visits (typical monthly range is 35,000-39,000)
- 54,489 website visits (typical monthly range is 50,000-60,000)

Proactive Communications – Licensees & the AGM

The College understands that trust is built through consistent action and open communication. Our efforts leading up to and following the AGM are part of a broader commitment to promote transparency, accountability and confidence in professional regulation.

The College is committed to openness in how it communicates with licensees, stakeholders, and the public and we are proactively sharing information ahead of the AGM to foster informed discussion. Our financial reporting is focused on clarity, accessibility and accountability to the public we serve.

AGM Communications Tactics

- New webpage: What to expect as an attendee of the AGM
- AGM-related social media commenced Nov 3 and includes a steady cadence of social media posts that highlight the role of the College and licensees
- 4 social posts a week that focus on strategic plan achievements, positive social media mentions, tribunal actions, fraud prevention tips and Annual Report highlights

Proactive Communications – Other

- In October, top performing social posts included a spotlight on the Specialization Program, a positive media mention on CanLII, safety tips before engaging the services of an immigration consultant and FPM campaign highlights.
- FPM 2026: Kickoff meeting held with the creative agency for the 2026 FPM campaign intended build on the success of last year's creative via slight enhancements and

additional creative assets. FPM 2026 will run in 18 nations including Canada and will include more research and message testing with individuals with lived immigration experience to ensure effective, relevant content.

Annual Report:

- Submitted to the Minister on October 28, 2025 and subsequently posted to the website. This year's report was written and designed in-house. A social media campaign launched on October 29 and will run for a six-week period. Selected posts will be boosted through paid media buys across Canada to increase domestic reach. Each week, a cross-channel post will highlight a key accomplishment from the Annual Report.

Marketing and Paid Social Media:

- This month CSR launched 2 boosted domestic social media campaigns: #1: Safety tips before engaging the services of an immigration consultant and #2: Annual Report.
- Canadian Immigrant Digital banner ad on fraud prevention
- Canadian Immigrant full page ad on fraud prevention
- This month CSR also signed finalized purchase orders to commence our new marketing plan. Advertising will continue in Canadian Immigrant and the Hill Times. **New for FY2026:** CBC national digital ads, Sunflower Media ethnic and multilingual national digital ads, Metroland daily community subscriber newsletters in communities with high immigrant populations (Brampton, Mississauga, York Region and Durham Region, Immigrant Quebec (which is the French equivalent of Canadian Immigrant to ensure language parity)).

Stakeholder Engagement:

- The College had several meetings with key stakeholders between July 1 and October 29. We met with IRCC's Associate Deputy Minister, IRCC's Director General, IRCC Communications staff, the Secretary of State for Combatting Crime, staff from 3 MPs offices, CAPIC, the Law Society of Saskatchewan, BC's Regulated Paralegal Working Group, the Government of Alberta and ESDC.
- Per IRB's request, the October Bulletin featured their direct message to RCIC-IRB Licensees (L3) about scheduling of files.
- CSR met with Queen's University Faculty of Law Marketing and Communications Department about the College's successful FPM campaign and opportunities to support each other's marketing efforts in the future.

Media Inquiries and Media Mentions

- In Q1 and to date in Q2, the College had 15 media mentions and 11 (7EN 4FR) inquiries from 6 outlets including the Globe & Mail, Toronto Star, CBC, Le Devoir, Journal de Quebec and OMNI News.
- Resulting articles including College response: Articles including a College response cover a range of topics including the Government's new Administrative Monetary Penalties, the College's action regulating the immigration sector and the Ontario Immigrant Nominee Program (OINP)

- We are also seeing the College being mentioned frequently in stories on immigration fraud, with readers being encouraged to work with licensed consultants and use the Public Register as a tool to avoid being victimized by a UAP.
- The Discipline Committee's move to hand down an interim suspension to protect the public was the subject of a positive article from the CANLII legal database.

CHALLENGES AND OPPORTUNITIES – n/a

RECOGNITION AND MILESTONES – n/a

RECOMMENDATIONS – n/a

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chairperson, Finance and Audit Committee
Re: **Agenda Item 6.2 – Review of Financial Results for period ended
September 30, 2025**
Date: **November 27, 2025**

Summary:

The financial results of the College for the first quarter ended September 30, 2025, together with the report on College investments, are presented for Board review.

Requested Action:

For the information of Board members only, no action required.

Discussion/Analysis:

Summarized Financial Report for F2026 Q1 ended September 30, 2025, presents the following:

- Summarized Statement of Operations showing results of revenue and expense compared with the Budget
- Highlights of Revenue and Expenses
- Summarized Statement of Financial Position showing results compared with last year-end
- Highlights of changes in assets and liabilities
- Investment as at September 30, 2025

Attachment:

Summarized Financial Report for F2026 Q1 ended September 30, 2025

Summarized Financial Report for F2026 Q1 ended September 30, 2025

Summarized Statement of Operations for the first quarter ended September 30, 2025, compared with the Budget is presented as follows:

Summarized Statement of Operations Period ended September 30, 2025	Actual	Budget	Variance over (Under) Budget
Total Revenue	6,279,617	6,454,477	(174,860)
Total Expense	6,112,157	6,369,009	(256,852)
Excess of Revenue Over Expenses	\$ 167,460	\$ 85,468	\$ 81,992

Highlights of Revenue and Expenses

Revenue under budget by 2.7%, \$175K

- Annual fees under budget – Number of RCIC licensees lower than budgeted.
- Other revenue under budget – Issuance of fines invoices to licensees for not meeting CPD obligations has been deferred.
- Interest income over budget – Investment in GICs was higher than budgeted. The interest rate on bank balances and the average monthly bank balances were also higher than budgeted.

The unfavourable revenue variances are partially offset by favourable ones, resulting in an overall unfavourable revenue variance at first quarter end.

Expense under budget by 4%, \$257K

- Payroll expenses under budget – Overall lower payroll expenses due to decrease in vacation accruals, delayed in hiring of budgeted positions, lower payroll taxes as contribution limits maxed out. However, costs associated with recent change in key management are yet to be finalised and accrued for. Anticipated increase in payroll expenses will offset the underspend.
- Legal fees under budget – Favourable variance in external legal services due to timing of occurrence of expenses.
- Bad debts over budget – Bad debts provision was higher due to delayed payments from 340 licensees for F2026 licensing fees and 54 licensees for F2025 licensing fees. Increased delinquency drove the variance. Collection efforts continue through notices, suspensions, and phone calls.

The favourable expense variances are partially offset by unfavourable ones, resulting in an overall favourable expense variance at first quarter end. However, costs associated with the change in key management and human resources related expenses including recruitment, restructure and the special audit have not been accounted for.

A summarized Statement of Financial Position as of September 30, 2025, compared with June 30, 2025, is presented as follows:

Summarized Statement of Financial Position	September 30, 2025	June 30, 2025	Increase (Decrease)
Total Assets	36,677,350	29,840,587	6,836,763
Total Liabilities	8,640,517	1,971,214	6,669,303
Total Net Assets	\$ 28,036,833	\$ 27,869,373	\$ 167,460

Highlights:

- Assets increased due to cash inflow from collection of the Annual Fees. Some funds were invested in GICs.
- Liabilities increased due to the deferred portion of licensee renewal fees and program fees billed in which the revenue will be recognized and deferred revenue liabilities will correspondingly decrease throughout the fiscal year.

Investment as at September 30, 2025, is presented as follows:

	Principal	Rate	Maturity date
CIBC GICs			
Non-Redeemable GIC 0345	1,000,000	3%	08-Jul-26
Non-Redeemable GIC 0353	1,000,000	3%	08-Jul-26
Non-Redeemable GIC 0388	1,000,000	3%	09-Jul-26
Non-Redeemable GIC 0396	1,000,000	3%	09-Jul-26
Non-Redeemable GIC 0418	1,000,000	3%	09-Jul-26
Non-Redeemable GIC 0426	1,000,000	3%	12-Aug-26
Non-Redeemable GIC 0434	1,000,000	3%	12-Aug-26
Total CIBC	\$ 7,000,000		
RBC GICs			
Prime Linked Cashable GIC 017	1,800,000	2.95%	09-Jul-26
Prime Linked Cashable GIC 018	3,000,000	2.95%	15-Jul-26
Total RBC	\$ 4,800,000		
Investment Interest Receivable	\$ 73,609		
Total Short-term investments	\$ 11,873,609		

Highlights:

- Total investments were \$11.8M as of September 30, 2025.
- Total Year-to-date investment interest income earned was \$82K.

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chairperson, Finance and Audit Committee
Re: **Agenda Item 6.3 – Appointment of Auditor for F2026**
Date: **November 27, 2025**

Summary:

The Board of Directors is asked to re-appoint the College Auditor for F2026.

Requested Action:

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.

Discussion/Analysis:

The Finance and Audit Committee (FAC) has conducted a thorough evaluation of the current auditors, Doane Grant Thornton LLP, and recommends their re-appointment as the College's auditor for F2026. This recommendation is based on several key factors:

- The Committee carefully assessed the quality of the Audited Financial Statements.
- FAC members engaged in discussions regarding the Auditor's performance.
- The Committee reviewed auditor performance evaluation forms completed by both Committee members and management, which yielded positive results.
- Management has expressed support for this recommendation.

In accordance with the By-laws, which require the Board of Directors to appoint the College's Auditors, FAC recommends that the Board of Directors re-appoint Doane Grant Thornton LLP as the College's auditor for F2026.

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday, November 27, 2025
Agenda Item #:	6.4 – Compensation Fund
Subject:	Compensation Fund Review and Recommendations
Key Contact:	Tim D'Souza, Chairperson, Finance and Audit Committee
Action Required:	<i>For Discussion and Approval</i>

PURPOSE

To seek Board approval to establish the compensation fund payout cap through Board policy rather than the By-laws.

BACKGROUND

The draft By-laws currently include a compensation fund payout cap, requiring a formal amendment process for any changes. This process limits the College's ability to adapt to financial or operational shifts. The proposed approval would move the authority to set the cap from the By-laws to a board policy, giving the board flexibility to adjust it as needed and maintain the fund's sustainability without repeated amendments.

ANALYSIS

Consideration was given to implementing a one-time fee for new licensees to ensure equity, assessing the effect of penalties, evaluating various investment return scenarios, and introducing a modest inflation-related fee increase for all licensees.

Concerns were raised about the potential volume of payouts (e.g., 10x, 20x, 30x last year's volume) and the operational capacity to process such claims. The possibility of insurance as a mechanism to maximize payouts was discussed.

Actuaries were tasked with analyzing these factors and providing revised financial models to inform future decisions.

The timing and impact of a potential licensing fee increase were debated, particularly in light of current economic conditions for consultants. There was a strong emphasis on developing a long-term, planned strategy for licensee fees, considering market capacity and reputational risk.

A crucial clarification was made that a decision on the compensation fund payout cap does not require immediate action. There was consensus that the cap should be managed by policy rather than embedded in By-laws to ensure greater flexibility and avoid the complexities and delays associated with By-law amendments.

RECOMMENDATION

- The compensation fund payout cap be managed through policy rather than By-laws to allow for greater adaptability and responsiveness to changing conditions.
- Actuaries provide updated financial models considering the proposed inflow and outflow scenarios.
- A long-term, planned strategy for licensing fees be developed, taking into account market conditions and reputational risk.
- The Board be formally advised to adopt the policy-based approach for the compensation fund payout cap.

POTENTIAL RISK(S)

1. Financial Risk

Risk: Inadequate modeling or unexpected changes in inflows/outflows could lead to financial strain on the fund.

Mitigation: Regularly update financial models with actual data and scenario planning for various market conditions and establish contingency reserves and stress-test the fund under adverse scenarios.

2. Operational Risk

Risk: High volumes of claims may exceed processing capacity, impacting service delivery.

Mitigation: Invest in scalable claims processing systems and train staff for peak periods.

3. Regulatory Risk

Risk: Embedding the cap in By-law could result in delays and inflexibility, complicating future adjustments.

Mitigation: Embedding the cap in policy to include provisions for periodic review and adjustment of caps.

RESOLUTION

BE IT RESOLVED 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.

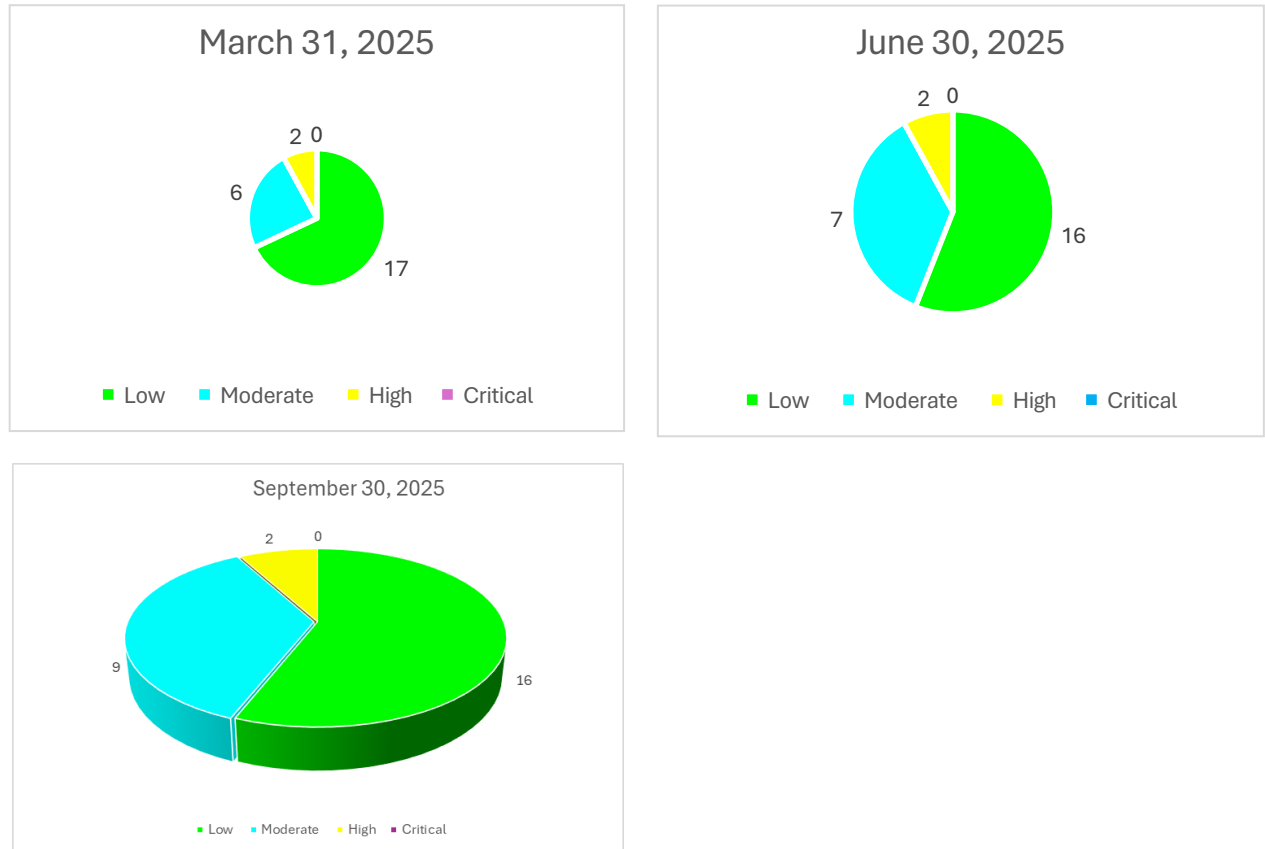
NEXT STEPS

- Actuaries to provide revised financial models considering the discussed inflow and outflow scenarios.
- Management to develop a long-term, planned strategy for input fees.
- The Board to be formally advised of the recommendation regarding the compensation fund payout cap.
- Ongoing monitoring and review of the fund's performance and stakeholder feedback to ensure continued robustness and adaptability.

APPENDICES

None

RISK MITIGATION REGISTER



Summary As At Sept 30, 2025									
Date	Total	Low Risk		Moderate Risk		High Risk		Critical Risk	
9/30/24	19	9	47%	9	47%	1	6%	0	0%
3/31/25	25	17	68%	6	24%	2	8%	0	0%
6/30/25	25	16	64%	7	28%	2	8%	0	0%
9/30/25	27	16	59%	9	33%	2	7%	0	0%

Changes from last Risk Mitigation Update:

New Risk(s) Added

Register No.	Risk Label	Risk Description	Before Mitigation			After Mitigation		
10	Leadership & Key Staff Succession	Risk of loss of key executives or staff without adequate succession planning. Loss of institutional knowledge and operational disruption.	3	4	12	3	2	6
11	Policy Governance Framework	Absence of a complete, up-to-date policy inventory and consistent review process limits effective oversight of the overall policy framework.	4	4	16	2	3	6

Elevating Risk(s)

Register No.	Risk Label	Risk Description	Modification	Previous			Current		

Reducing Risk (s)

Register No.	Risk Label	Risk Label	Risk Description	Previous			Current		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
1.	Professional Standards & Compliance	Complaints Process Efficiency/Effectiveness	<ul style="list-style-type: none">Incoming complaint volumes outpace College ability to meet processing timelines.Delays in processing of complaints creates perception of increased risk to the public as licensee misconduct appears unchecked.	<ul style="list-style-type: none">Reputational damage.Public at risk.	<ul style="list-style-type: none">Early communication with licensees and complainants to establish expectations.PC portal allows licensees and complainants to track file progress in real time.Focus on resolving legacy complaints has substantially reduced outstanding complaint inventory.Increased use of interim suspensions in appropriate cases.Monthly monitoring of PC statistics by Director and CEO.CQI review of PC processes.Ongoing monitoring of HR resource requirements by Director and CEO. Law firms on block fee retainers provide flexible resources to meet increased volumes efficiently.	Before Management		
						5	4	20
						After Management		
						3	4	12
						Strategy: Reduce		
						Continuous monitoring of staff capacity and resources to align with complaint volume demands.		
2.	Professional Standards and Compliance	Compensation Fund	<ul style="list-style-type: none">Proposed Compensation Fund is unable to fund all claim requests in a given year (post-launch in F2026 and thereafter).	<ul style="list-style-type: none">Potential impact is unknown.Increased Judicial Review Applications.Increased legal resource requirements.Reputational damage.	<ul style="list-style-type: none">Actuarial support engaged to overcome lack of historical claims experience and provide advice on anticipated funding requirements.College Regulations include access limitations.College By-laws will include access requirements and individual/annual caps on claim payouts.Pre/post launch communication strategy to advise licensees of ultimate funding responsibilities.Pre/post launch communications strategy to manage claimant expectations.Quality Assurance Program to pro-actively identify “risky” licensee practices and remediate.Implementation of formal enforcement of Discipline Orders to increase compliance with restitution orders and recovery of fines.	Before Management		
						4	5	20
						After Management		
						3	4	12
						Strategy: Reduce		

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 3 of 12			

3.	Unauthorized Practitioners (UAPs)	Unauthorized Practitioners	<ul style="list-style-type: none">Public harm caused by unauthorized practitioners (UAPs) may lead to reputational damage and erode public trust in the professionMedia coverage of UAP activity often fails to differentiate among licensees and UAPs.	<ul style="list-style-type: none">Reputational damage.	<ul style="list-style-type: none">Continue “cease and desist”/ injunction proceedings against domestic UAPs.Maintain College disruption of UAP website/social media pages.Continue roll-out of College-developed UAP disruption techniques to domestic and international partners.Continue international and domestic public awareness campaigns.Continue efforts to license UAPs who meet College standards.Enhance College pro-active media strategy.Continue promptly evaluating and addressing media inquiries to ensure the College has opportunity to provide accurate information.Communicate the College’s condemnation of UAP activity, reinforce its regulatory role, warn of UAP-associated risks, and emphasize the importance of seeking services from licensees.	Before Management		
						5	5	25
						After Management		
						5	2	10
						Strategy: Acceptance		
4.	Professional Standards and Compliance	Mentoring Program	<ul style="list-style-type: none">Judicial Review (JR) application by licensee in progress	<ul style="list-style-type: none">Potential disruption to College regulatory scheme if JR successful.Reputational damage	<ul style="list-style-type: none">Legal Counsel engaged to assess risk and prepare for proceedings.Preparation of contingency plan to manage potential program modifications	Before Management		
						4	4	16
						After Management		
						3	3	9
						Strategy: Reduce		
5.	Sustainability	Cyber-security	<ul style="list-style-type: none">Cyber-Security and data breach.IT data loss.	<ul style="list-style-type: none">Disclosure of personal data.Shutdown of operating systems.Financial losses due to fraud.Financial liability.Reputational damage.	<ul style="list-style-type: none">Best practices cyber-security insurance in place.Frequent review of hardware, software.Regular virus and malware protection updates.Phishing simulation to test and train staff on a regular basis.Review of security of cloud providers to maintain up to date patching of their servers.Staff education to raise security awareness.Privacy Impact Assessments on required IT platforms.Utilization of cloud storage and data retrieval.	Before Management		
						3	5	15
						After Management		
						3	3	9
						Strategy: Reduce/Transfer		
						Continuous Staff education and use of cloud services.		

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 4 of 12			

6.	Sustainability	Enterprise Management System (EMS) Optimization	<ul style="list-style-type: none"> Unexpected bugs compromise anticipated efficiencies. 	<ul style="list-style-type: none"> External user experience diminished. Additional resources required to address. College ability to achieve strategic goals within established timetable is diminished. Roll-out of new features delayed. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Project management framework and project plan implemented. Dedicated project team assigned. Additional contract IT resources engaged as required. Ongoing engagement with vendor/implementation partner (BSI) to facilitate stabilization. 	Before Management
						<div>4</div> <div>4</div> <div>16</div>
						<div>3</div> <div>3</div> <div>9</div>
						Strategy: Reduce Review of the project is underway.
7.	Sustainability	Political	<ul style="list-style-type: none"> Major change in immigration policy reduces licensee business opportunities. 	<ul style="list-style-type: none"> Sharp decline in Active/prospective licensees. College revenues decline. College ability to achieve strategic goals within established timetable is diminished. 	<ul style="list-style-type: none"> Canada’s future prosperity linked to immigration. Current “representation rates” indicate substantial room for growth. Monthly monitoring of GDP enrolments. Robust annual budget process leading to Board approval. Detailed quarterly financial reporting/review by Finance and Audit Committee and Board of Directors. FAC workplan includes establishment of operating reserves and revision of investment policy. Substantial surplus maintained to support planned initiatives and future operations. 	Before Management
						<div>3</div> <div>4</div> <div>12</div>
						After Management
						<div>3</div> <div>3</div> <div>9</div>
						Strategy: Acceptance GDP enrolment monitoring, strong financial oversight.
8.	Strategic	Regulatory Purpose	<ul style="list-style-type: none"> Failure to fulfill regulatory purpose due to strategic plan misalignment. 	<ul style="list-style-type: none"> Reputational damage. Loss of public trust Potential Government Intervention 	<ul style="list-style-type: none"> Robust strategic planning with active Board and Leadership collaboration Relevant ongoing performance monitoring Alignment of Strategic goals with regulatory obligations 	Before Management
						<div>5</div> <div>5</div> <div>25</div>
						After Management
						<div>2</div> <div>4</div> <div>8</div>
						Strategy: Acceptance

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 5 of 12			

9.	Stakeholder Communication	Negative Media Coverage of Licensee(s)	<ul style="list-style-type: none"> Media reports of licensee(s) engaged in illegal/criminal activity. 	<ul style="list-style-type: none"> Negative media causes reputational damage to the College and the profession. 	<ul style="list-style-type: none"> Enhance College pro-active media strategy to provide timely, transparent, and accurate communication that reinforces public trust and highlights the College’s regulatory role. Provide high-level information about standard regulatory processes and issue general public condemnation of alleged misconduct to promote transparency and uphold public trust. 	Before Management
						<div>4</div> <div>4</div> <div>16</div>
						After Management
						<div>3</div> <div>2</div> <div>6</div>
						Strategy: Reduce <div> LT has completed a crisis communications plan that included a real-time tabletop crisis simulation. Key members of the LT have also received rigorous on-camera media training to test and refine reactions to high-pressure situations. </div>
10.	Sustainability	Leadership & Key Staff Succession	<ul style="list-style-type: none"> Risk of loss of non CEO key executives or staff without adequate succession planning. Loss of institutional knowledge and operational disruption. 	<ul style="list-style-type: none"> Operational delays. Reputational damage. Loss of institutional knowledge and operational disruption. 	<ul style="list-style-type: none"> Maintain succession plans for all key roles. Cross-training and knowledge transfer. Retention strategies and interim coverage plans. 	Before Management
						<div>3</div> <div>4</div> <div>12</div>
						After Management
						<div>3</div> <div>2</div> <div>6</div>
						Strategy: Reduce <div> Key Role Succession Plan to be developed for review at a future Human Resources Committee meeting. </div>

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 6 of 12			

APPENDIX									
11.	Governance/ Oversight	Policy Governance Framework	<ul style="list-style-type: none">Absence of a complete, up-to-date policy inventory and consistent review process limits effective oversight of the overall policy framework.	<ul style="list-style-type: none">Gaps or overlap in governance and management accountabilityInconsistent or outdated policies.Reputational or compliance exposure if policies are not properly maintained or approved.Unclear distinction between policies requiring Board approval and those managed by staff.	<ul style="list-style-type: none">Develop and maintain a complete inventory of all College policies with assigned owners and review schedules.Establish a formal policy review cadence and reporting process to the Board through the Governance and Nominating Committee.	Before Management			
						4	4	16	
						After Management			
						2	3	6	
						Strategy: Reduce			
						Policy review is underway including policies required for new Regulations			
12.	Sustainability	Banking Arrangements/ Signing Officers	<ul style="list-style-type: none">Inadequate control of signing authorities and banking arrangements.	<ul style="list-style-type: none">Financial loss or mismanagement.	<ul style="list-style-type: none">Regular review by Finance and Audit Committee of authorized signatories list and banking arrangementsMultiple authorized signatories for significant transactions.	Before Management			
						5	4	20	
						After Management			
						2	2	4	
						Strategy: Reduce			
						Regular review of authorized signatories and banking arrangements by Finance and Audit Committee			
13.	Sustainability	Risk Management	<ul style="list-style-type: none">Unexpected/uninsured liabilities.	<ul style="list-style-type: none">College unable to meet its financial obligations.Reputational damage.	<ul style="list-style-type: none">Insurance requirements reviewed annually with best practices focus.Insurance policies reviewed annually against all risks and updated as necessary.Restricted funds allocation(s) reviewed annually by FAC and approved by Board.	Before Management			
						3	5	15	
						After Management			
						2	2	4	
						Strategy: Eliminate			
						The Finance and Audit Committee reviewed coverage levels Feb 20, 2025, and determined that they are adequate.			

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 7 of 12			

14.	People	Group Retirement Savings Plan	<ul style="list-style-type: none"> College Group RRSP fails to comply with legal, tax, or fiduciary obligations 	<ul style="list-style-type: none"> Financial penalties resulting from failure to comply. Loss of skilled employees. Reputational damage. 	<ul style="list-style-type: none"> Group RRSP provided by 3rd party provider. College provides ongoing employee communication and support to address concerns or questions. Continuous monitoring of payroll deductions. 	Before Management
						4 4 16
						After Management
						2 2 4
						Strategy: Transfer
15.	Professional Standards and Compliance	Regulations, By-Laws, and Policies Development	<ul style="list-style-type: none"> By-Law development delayed. 	<ul style="list-style-type: none"> Operational challenges, including establishment of Compensation Fund. Licensee confusion if Regulations and By-laws introduced separately. Reputational damage. 	<ul style="list-style-type: none"> Early engagement with federal Department of Justice (DOJ) (November 2024). Licensee communication plan re: Regulation pre-publication in place. Transitional provisions of College Act allow current By-laws to continue until new By-Laws enacted/approved. Submission of all 10 English/French draft By-Laws to DOJ to initiate review process 	Before Management
						5 5 25
						After Management
						2 2 4
						Strategy: Reduce
16.	Sustainability	Financial Performance	<ul style="list-style-type: none"> Financial resources insufficient to meet ongoing/future requirements. Decrease in Revenue Increase in Expenses 	<ul style="list-style-type: none"> College unable to meet its financial obligations. College ability to achieve strategic goals within established timetable is diminished. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Robust annual budget process leading to Board approval. Detailed quarterly financial reporting/review by Finance and Audit Committee and Board of Directors. FAC workplan includes establishment of operating reserves and revision of investment policy. Substantial surplus maintained to support planned initiatives. Periodic FAC review of restricted funds allocation 	Before Management
						3 4 12
						After Management
						1 4 4
						Strategy: Eliminate
						The College ensures financial stability through rigorous budgeting, regular financial reporting, strategic reserve planning, and ongoing review of fund allocations.

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 8 of 12			

17.	Sustainability	Pandemic/Natural Disaster	<ul style="list-style-type: none"> Unforeseen business disruption Public Health Crisis or natural disaster causes widespread business disruption. 	<ul style="list-style-type: none"> College ability to achieve strategic goals within established timetable is diminished. College staff at risk. Face-to-face meetings/travel limited. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Continuity Plan in place. All College staff work remotely. Remote work policies in place. Emergency protocols developed and regularly reviewed. 	Before Management
						4 4 16
						After Management
						3 1 3
						Strategy: Acceptance Continuity Plan developed. All College staff work remotely. Remote work policies in place. Emergency protocols developed and regularly reviewed.
18.	Sustainability	Staff Compliance	<ul style="list-style-type: none"> College fails to comply with changing applicable legislation. 	<ul style="list-style-type: none"> Monetary penalties. Reputational damage. 	<ul style="list-style-type: none"> Compliance and HR staff ongoing/policy/legislation review. Compliance staff participate in Treasury Board Secretariat informational meetings. Outside counsel retained to support Compliance and HR staff. Policy/legislative developments communicated to staff through email and meetings. Staff intranet provides comprehensive policy documents. Employment agreements include key compliance responsibilities and notice. Whistleblower policy in place. 	Before Management
						4 4 16
						After Management
						3 1 3
						Strategy: Reduce Compliance /HR staff ensure ongoing policy and legislative oversight.
19.	Sustainability	CEO Succession	<ul style="list-style-type: none"> Unplanned departure of CEO. 	<ul style="list-style-type: none"> Diminished organizational stability. College ability to achieve strategic goals within established timetable is diminished. Internal uncertainty could affect staff retention and morale 	<ul style="list-style-type: none"> CEO succession plan reviewed regularly by Human Resources Committee. HRC review of CEO's succession plan for leadership completed. 	Before Management
						2 5 10
						After Management
						1 3 3
						Strategy: Eliminate CEO Succession plan reviewed by Human Resources Committee.

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 9 of 12			

20.	Professional Standards and Compliance	Mentoring Program Compliance /Capacity	<ul style="list-style-type: none"> • Licensee non-compliance /failure to complete program requirements. • Volume of licensees exceeds the College’s enrollment capacity. 	<ul style="list-style-type: none"> • Licensee suspensions for non-compliance or College waiver of completion deadline. • Licensee dis-engagement or non-compliance. • Reputational damage. 	<ul style="list-style-type: none"> • Targeted licensee communications to inform licensees of their obligations and program requirements • PLAR to support throughput and compliance • Licensee communications to increase awareness of mandatory requirements • Timely follow-up with non-compliant licensees. • Undertakings developed for non-compliant licensees • Implementation of financial incentive for Mentor recruitment 	Before Management
						<div>4</div> <div>4</div> <div>16</div>
						After Management
						<div>1</div> <div>2</div> <div>2</div>
						Strategy: Reduce Ongoing monitoring of recruitment, enrollment, graduation statistics, and EPE pass rates to guide program capacity forecasting.
21.	Sustainability	Legal/Regulatory/ Financial compliance	<ul style="list-style-type: none"> • College fails to comply with applicable legislation. 	<ul style="list-style-type: none"> • Monetary penalties. • Reputational damage. 	<ul style="list-style-type: none"> • Dedicated compliance staff engaged and trained. • Ongoing education of staff in all areas with compliance requirements. • Quarterly Compliance Certificate provided to Finance and Audit Committee. • Quarterly Compliance Certificate provided to HR Committee. 	Before Management
						<div>3</div> <div>5</div> <div>15</div>
						After Management
						<div>1</div> <div>2</div> <div>2</div>
						Strategy: Eliminate Engaged and well-trained compliance personnel are in place. Staff Across all relevant areas receive continuous compliance training. A quarterly Compliance Certificate is submitted to the Finance and Audit Committee to ensure oversight and compliance.

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 10 of 12			

22.	Sustainability	Director Liability	<ul style="list-style-type: none"> Individuals unwilling to serve as Directors due to perceived personal liability. 	<ul style="list-style-type: none"> Governance failure. 	<ul style="list-style-type: none"> College Act amendments increased immunity for Directors and other participants. Directors & Officers (D&O) liability insurance reviewed and renewed annually. D & O restricted fund reviewed and renewed annually. Director compensation benchmarked periodically against similar organizations. Public awareness/stakeholder engagement activities increase College awareness and reputation. 	Before Management
						<div>4</div> <div>4</div> <div>16</div>
						After Management
						<div>1</div> <div>2</div> <div>2</div>
						Strategy: Eliminate <div>The Finance and Audit Committee reviewed coverage levels Feb 20, 2025, and determined that they are adequate.</div>
23.	Stakeholder Communication	Licensee Response times	<ul style="list-style-type: none"> Delayed responses to licensee requests for compliance-related assistance. 	<ul style="list-style-type: none"> Reputational damage. Licensee disengagement and non-compliance. 	<ul style="list-style-type: none"> Incoming licensee communications and responses tracked and reviewed monthly by Director and CEO. Enterprise management System (EMS) automatic responses implemented where appropriate. EMS processes streamlined to reduce/eliminate licensee confusion. CSR engagement in design/delivery of all licensee compliance communications. “Live” online and telephone helplines established for EMS launches and key compliance period (i.e., Annual Renewal). 	Before Management
						<div>3</div> <div>4</div> <div>12</div>
						After Management
						<div>1</div> <div>2</div> <div>2</div>
						Strategy: Eliminate <div>Response times monitored by software application and are within 48 hours.</div>
24.	Strategic	Conflict of Interest	<ul style="list-style-type: none"> Board members not disclosing perceived/real Conflict of Interest 	<ul style="list-style-type: none"> Board members’ objectivity compromised by real or perceived conflicts of interest. Public confidence is undermined. Reputational damage 	<ul style="list-style-type: none"> Conflict of Interest policy for Board members, Officers, and Committee members in place Board development of Conflict-of-Interest By-law ongoing. Standing Board and Committee agenda item re declaration of Conflict of interest Periodic Board governance training 	Before Management
						<div>4</div> <div>3</div> <div>12</div>
						After Management
						<div>1</div> <div>2</div> <div>2</div>
						Strategy: Eliminate <div></div>

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 11 of 12			

25.	Sustainability	Records Management	<ul style="list-style-type: none">Non-Compliance with <i>Libraries and Archives of Canada Act</i>	<ul style="list-style-type: none">Monetary penalties.Reputational damage.	<ul style="list-style-type: none">Records Management (RM) consultant engaged.RM Project plan developedPlan progress reviewed weekly by CEO.Interim policies/measures implemented in all College areas.	Before Management		
						2	4	8
						After Management		
						1	2	2
						Strategy: Eliminate		
						Project plan developed and consultant engaged.		
26.	Sustainability	People	<ul style="list-style-type: none">College loses capacity to attract and retain required, specialized talent.	<ul style="list-style-type: none">College ability to achieve strategic goals within established timetable is diminished.	<ul style="list-style-type: none">HR Audit in process by external consultant.College HR Team established.Canada Labour Code and Employment Equity Act-compliant HR policies established and implemented.College Compensation philosophy established, approved by Board, and implemented/maintained.Periodic benchmarking of College benefits program against industry standards/competing regulators.College Public Awareness and stakeholder relations activities raise College profile within the domestic and international regulatory community.Great Place To Work and Diversity, Equity and Inclusion initiatives increase staff engagement/appreciation.	Before Management		
						3	4	12
						After Management		
						1	1	1
						Strategy: Eliminate		
						Robust HR processes implemented. Human Resources Committee established to provide oversight.		
27.	Sustainability	Postal Interruption	<ul style="list-style-type: none">Possible postal strike	<ul style="list-style-type: none">Minimal impact to College	<ul style="list-style-type: none">College does not receive payments through postal serviceCollege payments are sent through electronic transferInvoices for payment are sent through College Portal	Before Management		
						3	1	3
						After Management		
						1	1	1
						Strategy: Eliminate		

Likelihood	1 - Remote	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	1 to 5 = Low Risk	6 to 10 = Moderate Risk	11 to 18 = High Risk	19 to 25 = Critical Risk
Severity	1 - Minor	2 - Moderate	3 - Significant	4 - Major	5 - Catastrophic	Page 12 of 12			

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday, November 27, 2025
Agenda Item #:	7.2 – Proposed Appointments and Reappointments to Standing Committees
Subject:	Appointments and Reappointments to Standing Committees
Key Contact:	Ben Rempel, Chairperson, Governance and Nominating Committee
Action Required:	<i>For Discussion and Approval</i>
PURPOSE To seek Board approval, as recommended by the Governance and Nominating Committee (GNC), for the membership of the Standing Committees of the Board of Directors.	
BACKGROUND Appointments and reappointments to Standing Committees follow a structured process aimed at selecting individuals with the appropriate expertise, experience, and dedication to fulfill each committee's specialized functions. These committees are permanent subgroups that provide oversight in key governance areas such as finance, human resources, and governance.	
ANALYSIS Pursuant to Section 56.5 of the By-law: <p style="text-align: center;"><i>Section 56.5 - The Governance and Nominating Committee shall recommend to the Board the names of candidates for the Chairperson, Vice-Chairperson, and members of each Standing Committee.</i></p>	
RECOMMENDATION The GNC has reviewed the current committee memberships and recommends the proposed appointments and reappointments for the Board's approval at the November 27, 2025, meeting.	
POTENTIAL RISK(S) <ol style="list-style-type: none"> Conflict of Interest <i>Risk:</i> Potential for conflicts of interest among committee members. <i>Mitigation:</i> Enforce a comprehensive conflict of interest policy requiring members to declare any conflicts and abstain from related deliberations or decisions. Continuous monitoring will support transparency and impartiality. 	

RESOLUTION

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

NEXT STEPS

- Board approval of recommendations at the November 27, 2025 meeting.

APPENDICES

Proposed Appointments and Reappointments to Standing Committees

Finance and Audit Committee
 Governance and Nominating Committee
 Human Resources Committee

PROPOSED REAPPOINTMENTS TO STANDING COMMITTEES

Proposed for December 2025 to AGM 2026

FINANCE AND AUDIT COMMITTEE				
Current		Proposed		Additions
<i>Chairperson:</i>	Tim D'Souza	<i>Chairperson:</i>	Tim D'Souza	
<i>Members: (3)</i>	John Burke, RCIC	<i>Members: (3)</i>	John Burke, RCIC	
	Jyoti Singh		Jyoti Singh	
	Jennifer Henry		Jennifer Henry	
	Stan Belevici (<i>Ex-Officio</i>)		Stan Belevici (<i>Ex-Officio</i>)	
GOVERNANCE AND NOMINATING COMMITTEE				
Current		Proposed		Additions
<i>Chairperson:</i>	Ben Rempel	<i>Chairperson:</i>	Ben Rempel	
<i>Vice-Chairperson:</i>	Richard Dennis, RCIC	<i>Vice-Chairperson:</i>	Richard Dennis, RCIC	
<i>Members: (3)</i>	Normand Beaudry	<i>Members: (3)</i>	Normand Beaudry	
	John Burke, RCIC		John Burke, RCIC	
	Stan Belevici (<i>Ex-Officio</i>)		Stan Belevici (<i>Ex-Officio</i>)	
HUMAN RESOURCES COMMITTEE				
Current		Proposed		Additions
<i>Chairperson:</i>	Stan Belevici	<i>Chairperson:</i>	Stan Belevici	
<i>Vice-Chairperson:</i>	Normand Beaudry	<i>Vice-Chairperson:</i>	Normand Beaudry	
<i>Members: (3)</i>	Jennifer Henry	<i>Members: (4)</i>	Jennifer Henry	
	Ben Rempel		Ben Rempel	Jyoti Singh

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chairperson, Governance and Nominating Committee

Re: **Agenda Item 7.3 – Proposed Appointment to Tribunal Committee**

Date: **November 27, 2025**

Summary

The Governance and Nominating Committee (GNC) recommends Board approval of the proposed appointments to the Tribunal Committee).

The Tribunal Committee (Discipline, Capacity and Registrar Appeal) is an adjudicative body, which as per Section 58 of the Act and Sections 28.1, 38.3 and 30.1 of the By-laws, must hear and determine all complaints referred to it by the Complaints Committee or Appeals of Registrar's decisions. The Tribunal Committee make decisions on fact and penalty on professional conduct, incapacity and licensing matters. They are empowered by Section 66 of the Act to compel evidence, production of documents, administer oaths and accept evidence. Committee members are appointed by the Board of Directors as per Section 29(2) of the Act.

At the end of the year, the Chair of the Tribunal Committee along with staff of the Tribunal Office assess the needs of the Committee as to whether additional members need to be recruited to serve on the Committee. One of our Vice Chairs notified staff that they would not be seeking re-appointment with the Tribunal. The Tribunal also has two vacant RCIC Committee Member positions, as two of our RCIC Committee Members have resigned from the College.

The Tribunal Chairperson and the Tribunal Manager interviewed several candidates after soliciting applications. The following two candidates were chosen based on their skills and experience to bring forward to the Governance and Nominating Committee to recommend to the Board of Directors at its meeting on November 27, 2025:

- Jeanie Theoharis for the Vice Chair position
- Arian Sultafa as the RCIC Committee Member.

*Interviews continue to fill the second RCIC Committee Member vacancy. A candidate for your consideration will be brought forward at a future Governance and Nominating Committee meeting.

Requested Action:

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.

Discussion/Analysis

The Tribunal Committee is comprised of three separate subcommittees: the Discipline Committee, the Capacity Committee, and the Registrar Appeal Committee. These three committees are tasked with making final decisions on professionalism and competence (Discipline), physical and mental capacity (Capacity), and licensing (Registrar Appeal).

Discipline, Fitness to Practice and Registrar Appeal Committees

The Discipline, Capacity and Registrar Appeal Committees perform formal adjudicative functions. They are led by a Chair and Senior Vice Chair, who help establish the committees' rules of procedures and practice guidelines, review the Committees' overall performance and assess the committee's ongoing needs. The Chair, Senior Vice Chair, and other Vice Chairs are also tasked with greater adjudicative responsibilities than the other regular members.

In their adjudication, members typically sit as a panel of three, where at least one panel member is a licensee (i.e., RCIC or RISIA), and one panel member is not a licensee (i.e., Public Representative).

Appointments:

The individuals below are recommended for appointment to the Discipline, Registrar's Appeal and Capacity Committees for a minimum of a one-year term (max 5 year):

Candidate	Role
Jeanie Theoharis	Public Representative, Vice Chairperson Ms. Theoharis is a lawyer with a wealth of administrative and Tribunal experience in that she sits on the Landlord and Tenant Board; the Regional Municipality of Waterloo and York Administrative Penalty Tribunals as a Hearing Officer; and the Ontario Police Arbitration and Adjudication Commission. She has also previously sat on Human Rights Tribunal of Ontario; the Animal Care Review Board (ACRB), and the Fire Safety Commission (FSC) to name a few.

<p>Arian Sultafa</p>	<p>RCIC - Member</p> <p>Mr. Sultafa was grandfathered in from CSIC as an RCIC in July 2011. He initially worked as a Senior Immigration Consultant for a Law Firm and later opened his own Immigration Consulting company. He has been an Instructor of IPP accredited programs at various academic facilities and currently holds the position of an Adjunct Professor teaching various courses at Queens University.</p>
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JEANIE THEOHARIS. J.D., King's Counsel

Cell:

Email:

- Recipient of King's Counsel Designation, July 2023

A lawyer with extensive leadership, strategic organization, developing and expanding teams, inspire, manage and motivate teams, LEAN process and organizational re-design, HR and performance evaluations, agile and change management, strategic planning, operational and adjudicative oversight and investigations, financial acumen, media and public speaking skills, legal research and analysis, development and implementation of plans and strategies that enhance services and aligns with corporate mandate, missions, core values and governance programs. Logical, practical and diplomatic. Build collaborative relationships with stakeholders.

A leader with strong emphasis on diversity, equity, inclusion and allyship. Recruit, build and inspire teams that promote teamwork and goal success. Foster an environment that allows each team member to be empowered to reach their fullest potential, to engage in all aspects of work without fear of retribution, and they are respected for who they are and the ideas they bring forward. This promotes valued and productive team allies. Provide professional growth opportunities to be mentored, learn, lead and participate in committees, projects and initiatives.

A seasoned litigator, adjudicator, investigator, mediator, dispute resolution and decision-making professional. Experienced in research, legal analysis, analytical, critical and creative thinking, developing solutions, and strong oral and written communication skills. Significant experience in the interpretation and application of legislation, policies and directives, gathering, processing, and analyzing evidence and conducting complex hearings as an independent neutral decision maker. Maintain a high standard of open-mindedness, procedural fairness, natural justice, and impartiality. Maintain high standards of professionalism, integrity, and ethics in the conduct of my duties.

Continuous learner. Effective in a high-volume fast-paced environment. Uphold principles of integrity and transparency. Emotionally intelligent with an ability to keep a calm demeanor in high stressful situations. Intelligent, competent, professional, respectful, patient, empathetic, ethical, civil, adaptable, sincere, humble, and driven. Motivated by public service. Committed to upholding a fair, just, credible and respected administration of justice.

PROFESSIONAL EXPERIENCE:

Ministry of Attorney General; Tribunals Ontario; Landlord and Tenant Board (LTB) Member (part time): June 2025 to present

- Adjudicate landlord and tenant disputes; conduct complex hearings; mentor and provide guidance to members; provide jurisprudential leadership and promote consistency in the law by keeping abreast of case law and procedural developments; undertake recruitment, onboarding and training of new members and take on leadership roles for special projects, as assigned.
- Engage in active adjudication, decision writing, case management, hear cases and render timely well-reasoned decisions.

Regional Municipality of Waterloo, Administrative Penalty Tribunal, Hearing Officer: March 2025 to present

- Under the *Municipal Act, 2001*, *S.O. 2001, c. 25* and the *Highway Traffic Act*, and respective regulations, I review and decide appeals of administrative monetary penalties. Effective use of active adjudication, hearing skills, arbitration, mediation, ADR, and case management skills ensuring a fair, just and timely resolution.

Regional Municipality of York, Administrative Penalty Tribunal, Hearing Officer; October 2024 to present

- Under the *Municipal Act, 2001*, *S.O. 2001, c. 25* and the *Highway Traffic Act*, and respective regulations, I review and decide appeals of administrative monetary penalties. Effective use of active adjudication, hearing skills, arbitration, mediation, ADR, and case management skills ensuring a fair, just and timely resolution.

Ministry of the Solicitor General, Ontario Police Arbitration and Adjudication Commission (OPAAC), Arbitrator/Adjudicator; April 2024 to present

- Under the *Community Safety and Policing Act, 2019* (CSPA) act as arbitrator for labour-related disputes and adjudicate police discipline-related hearings. Effective use of active adjudication, hearing skills, arbitration, mediation, ADR, and case management skills to assist parties to reaching a fair and timely resolution.

Ministry of the Attorney General, Tribunals Ontario, Human Rights Tribunal of Ontario (HRTO),

- **Associate Chair:** Jan 6, 2022-Jan 5, 2024; **Acting Associate Chair:** July 22, 2021-Jan 5, 2022; **Vice Chair:** Dec 19, 2019-Jan 6, 2022; **Member:** Mar 21, 2019-Dec 19, 2019
- The HRTO is an independent, quasi-judicial. As the associate chair, I provide strategic leadership and oversight of the adjudication and operations of the HRTO. Ensure members are trained and able to resolve applications alleging discrimination and harassment brought under the *Human Rights Code*.
- Review applications that are filed at the tribunal, ensuring they are complete and fall within the jurisdiction of the HRTO; engage in mediation settlement discussions, actively case manage applications and conduct hearings to facilitate a fair, just, efficient, and expeditious resolution of the merits of the matters before it.
- In this senior leadership role I am responsible for providing overall strategic leadership, management, mentorship, daily oversight to members, strategic assignment of cases, relationship building, formulate streamline processes, consistency and efficiency.
- Stakeholder engagement and build relationships.
- Change management and processes streamline initiatives
- Investigate workplace complaints, misconduct; Engage in workplace investigations; Management response and action to investigate, document and implement a respected and meaningful resolution.
- Recruit, onboard and train members. Develop training programs in adjudication, administrative law, procedural fairness, natural justice; peer review decisions; contribute to the jurisprudential leadership of the Tribunal; draft procedural notes/policies; perform/ decide duty functions relating to adjournments, motions and other requests; conduct/ facilitate dispute resolution, assessment, investigative and decision-making processes; perform supervisory functions involving complex or novel issues of law or procedure. Adjudicate complex, high-profile matters in professional, fair, polite, ethical and impartial manner; understand diversity of the people we serve; understand my accountability to the public and Executive Chair.
- Resolve discrimination and harassment claims brought under the *Human Rights Code* in a fair, effective, just, and timely manner using active adjudication, mediation, med-adj, ADR, and case management. Decide issues of jurisdictional, Charter, Code breaches; Conduct hearings; issue decisions.
- Take on complex and important cases. I chaired an important jurisdictional case (*Weilgosh v. London District Catholic School Board*) that required the interpretation and application of the Supreme Court of Canada's decision in *Northern Regional Health Authority v. Horrocks*, 2021 SCC 42. In *Weilgosh*, the issue that was to be decided was whether the allegations made under the *Human Rights Code* fell within the exclusive jurisdiction of a labour arbitrator or whether the Tribunal has concurrent jurisdiction over employment-related human rights matters in a unionized workplace. Having found that the HRTO had concurrent jurisdiction, the matter proceeded to Divisional Court. The Divisional Court in its decision issued on March 13, 2024, found that the HRTO has jurisdiction. The Divisional Court found there was exceptional circumstances to address this interlocutory decision noting that the Decision had "broad implications for human rights disputes arising between unionized employers and employees throughout the province" and exercised its discretion to hear the judicial review. The Divisional Court further found that correctness is the appropriate standard of review and that there was no error in finding concurrent

jurisdiction. As such, my decision was upheld and the application for judicial review was dismissed.

Ministry of Attorney General; Tribunals Ontario; Animal Care Review Board (ACRB), Fire Safety Commission (FSC), formerly part of Safety Licence Appeals and Standards Tribunals Ontario;

- **Associate Chair:** Nov 2020 - July 2022; **Member:** Aug 31, 2017-Nov 20, 2020
- ACRB – Mandate to resolve and conduct hearing regarding animal welfare and compliance orders under the jurisdiction of the *Provincial Animal Welfare Services Act, 2019*, and respective regulations.
- FSC – Mandate to resolve disputes and conduct hearings regarding fire safety matters, including orders made by inspectors or the Fire Marshal for repairs, alterations, or installations to a building, structure, or premises, pursuant to the authority and jurisdiction of the *Fire Protection and Prevention Act* and the *Statutory Powers Procedure Act*.
- Same role as Associate Chair noted above and Member duties.
- Conduct hearings, write decisions, actively case manage, conduct mediations and settlement hearings.
- Involves understanding and interpretation of the *Building Code* and Municipal laws and bylaws.
- Duty decisions and functions – adjournments, motions, urgent requests, consent matters, file management
- Lead the ACRB and FSC. In this senior leadership role I am responsible for providing overall strategic leadership, management, mentorship, daily oversight to members, strategic assignment of cases, relationship building, formulate streamline processes, consistency and efficiency; develop training programs in subject matter, active adjudication, administrative law, procedural fairness, natural justice; peer review adjudicative decisions; contribute to the jurisprudential leadership of the Tribunal; draft procedural notes/policies; perform/ decide duty functions relating to adjournments, motions and other requests; conduct/ facilitate dispute resolution, assessment, investigative and decision-making processes; perform supervisory functions involving complex or novel issues of law or procedure. Adjudicate complex, high-profile matters in professional, fair, polite, ethical and impartial manner; respect diversity and inclusivity; understand my accountability to the public and Executive Chair.

Ministry of Attorney General; Tribunals Ontario; Ontario Civilian Police Commission (OCPC); formerly part of Safety Licence Appeals and Standards Tribunals Ontario, Vice Chair: Aug 31, 2017-May 26, 2023

- Under the jurisdiction of the *Police Services Act*, adjudicate and resolve disputes regarding police disciplinary decisions. Conduct hearings and render written decisions, actively case manage, conduct mediations and settlement hearings.

Ministry of Attorney General; Tribunals Ontario; Ontario Parole Board (OPB); formerly part of Safety Licence Appeals and Standards Tribunals Ontario, Member: August 31, 2017-August 30, 2019

- Resolve and conduct parole hearings for applicants serving a sentence of less than two years in a provincial correctional institution and applications for temporary absences from a correctional institution for greater than 72 hours. The jurisdiction is delegated under the federal *Corrections and Conditional Release Act*, and powers and duties come from the provincial *Ministry of Correctional Services Act*.

Ministry of Attorney General; Tribunals Ontario; Licence Appeal Tribunal, General Services (LAT-GS); formerly part of Safety Licence Appeals and Standards Tribunals Ontario,

- **Vice Chair:** Aug 31, 2017-May 26, 2023 **Member:** Mar 9, 2016- Aug 31, 2017
- Resolve and conduct hearing regarding compensation claims and licensing activities regulated by the provincial government, including the activities of delegated administrative authorities. LAT-GS's jurisdiction and authority are derived from over 30 different statutes. The high volume of applications coming from *Alcohol and Gaming Commission of Ontario Act, 2019, Highway Traffic Act, 1990, Liquor Licence and Control Act, 2019, Motor Vehicle Dealers Act, 2002, New Home Construction Licensing Act, 2017, Ontario New Home Warranties Plan Act, 1990, Real Estate and Business Brokers Act, 2002, and Funeral, Burial and Cremation Services Act, 2022*.
- As the senior VC, I was responsible for providing overall strategic leadership, management, mentorship, daily oversight to members, strategic assignment of cases, relationship building, streamline processes, consistency and efficiency; develop training programs in subject matter, active adjudication, administrative

law, procedural fairness, natural justice; peer review adjudicative decisions; contribute to the jurisprudential leadership of the Tribunal; perform/decide duty functions relating to adjournments, motions and other requests; conduct/ facilitate dispute resolution, assessment, investigative and decision-making processes; perform supervisory functions involving complex or novel issues of law or procedure.

- Conduct hearings and render written decisions, actively case manage, conduct mediations and settlement hearings; duty member for urgent requests, procedural requests/motions.

Ministry of Attorney General; Tribunals Ontario; Licence Appeal Tribunal, Automobile Accident Benefits Service (LAT-AABS); formerly part of Safety Licence Appeals and Standards Tribunals Ontario

- **Vice Chair:** Aug 31, 2017-May 26, 2023; **Member:** Mar 9, 2016- Aug 31, 2017
- Resolve and conduct hearing regarding applications under the *Insurance Act*, and the Statutory Accident Benefits Schedule, and respective regulations, including applications under the Minor Injuries Guideline and determinations of Catastrophic Assessments.
- Manage case conferences and adjudicate automobile accident benefits disputes. As a member with extensive adjudicative experience, I am able to conduct all types of hearings, provide mentoring and guidance to other members, including file preparation techniques, caseload skills, drafting of reports, orders and decisions; provide jurisprudential leadership and promote consistency in the law by keeping abreast of case law and procedural developments; undertake training of new members and of special projects, as assigned.
- Participated in formulating procedural notes to promote streamlining processes, consistency and efficiency on how members would address various issues and improve their skills and knowledge, such as who is able to attend at tribunal hearings, considerations when a party does not attend, selected decisions summary and internal annotated SABS; peer review of case conference reports, orders, decisions, and procedural notes; assisted with Vice Chair duties when needed, including undertaking the duty VC role for peer review, adjournment requests, motion request, and requests to withdraw an application.
- Use active adjudication techniques to maintain effective control and keep parties focused during case conferences and hearings; establish tone and openness to facilitate settlement discussions; maintain impartiality, open-mindedness and independence in decision-making; actively listen to what is being said; communicate effectively orally and in writing; maintain awareness of verbal and non-verbal cues and tones when speaking to others; helps self-represented parties understand the process to facilitate their participation at the hearing; respects needs for accommodation and adapts procedures; maintains principles of natural justice; high degree of sensitivity to issues of gender, ability, race, language, culture, creed, and personal characteristics which may affect the conduct of a proceedings, understand and appropriately apply the relevant law, rules and policies while maintaining the principles of natural justice; delivers clear and precise decisions in a timely manner, write understandably, transparent, intelligible, and concise orders using plain language, write decisions that are appropriate in tone and sensitive to the diverse perspectives of parties, participate in peer and legal decision reviews, review files in preparation for hearings and to identify issues; Conduct hearings in a professional, fair, polite, ethical and impartial manner taking into consideration all circumstances and natural justice issues; tailor hearings to accommodate people with various needs, self-represented parties and people with language barriers without overstepping the boundaries afforded to an adjudicator; compassionate and empathetic to needs of individuals; knowledgeable of issues outside of the SABS, such as *Human Rights Code*, *Canadian Charter of Rights and Freedoms*; knowledgeable of social values and community resources available to assist parties facing various challenges; Synthesize oral and documentary evidence; contributes to committee work; Volunteer and provide assistance for Committee Work; committed to providing a high standard of public service

Ministry of Attorney General; Tribunals Ontario; Landlord and Tenant Board (LTB); formerly part of Social Justice Tribunals Ontario, Vice Chair: Jan 9, 2020 – May 26, 2023; Member: Dec 2006-Mar 8, 2016

- Adjudicate landlord and tenant disputes; conduct complex hearings; mentor and provide guidance to members; provide jurisprudential leadership and promote consistency in the law by keeping abreast of case law and procedural developments; undertake recruitment, onboarding and training of new members and take on leadership roles for special projects, as assigned.

- Engage in active adjudication, decision writing, case management, hear cases and render timely well-reasoned decisions.
- Knowledgeable of issues outside of the *Residential Tenancies Act*, such as *Human Rights Code*, *Canadian Charter of Rights and Freedoms*, *Mortgages Act*, *Bankruptcy Act*.

Janssen & Associates, Associate, Sep 1999-Dec 2006

- Junior lawyer with carriage of files in litigation, construction lien, corporate & commercial, real estate, and immigration law. Manage litigation files, present oral argument, negotiate settlements, prepare legal documents, leases, motions, facta, affidavits, legal opinions, closing documents, client interactions.

Greenspan Humphrey Lavine, Articling Student, July 1997-Aug 1998

- Conduct work in all areas of criminal law – both trial and appellate work; gained experience in criminal law and procedure, pre-trials, provincial offences, regulatory matters, bail hearings, set court dates.

Fernandes Hearn Theal, Research Assistant, Sep 1996-May 1997 (school term)

- Researched US and Canadian product liability law for a legal textbook; digested large quantities of material, summarized facts and issues succinctly; generalized ideas from extensive reading material and multiple sources and identified critical concepts.

New York Supreme Court – Justice Mahoney, Law Clerk, Jan 1996-May 1996 (school term)

- Engage in all facets of judicial administration of trial courts; conduct file review; draft file summaries and proposed endorsements. Legal research and writing of memorandums and opinions on legal issues; organized and synthesized Special Term Proceeding files; attended pre-trial motions and articulated legal positions by drafting legal decisions and communicating them in a timely manner.

EDUCATION:

- *University of Toronto Law School*, Sep 1996-May 1997; *National Committee on Accreditation program*; (called to the Ontario bar 1999)
- *State University of New York School of Law*, Sep 1994- May 1996; *Juris Doctorate Of Law (J.D.)* obtained June 1996 (called to the New York Bar in 1997)
- *Capital University Law School*, Sep 1993- May 1994
- University of Toronto, St. George Campus, Trinity College; 1990-1993; Bachelor of Arts and Science (B.A) (specialization in Commerce, Economics and Actuarial Science); June 1993

SKILLS AND CHARACTERISTICS

1. Leadership:	<ul style="list-style-type: none"> • Ability to inspire, manage, and motivate teams. • Visionary leadership to guide the organization toward its long-term goals. • Decision-making skills in high-pressure situations.
2. Strategic Thinking:	<ul style="list-style-type: none"> • Short and Long-term planning and strategic vision. • Analytical skills to assess market trends, competition, and business opportunities.
3. Communication Skills:	<ul style="list-style-type: none"> • Clear and effective communication with employees, stakeholders, and the public. • Active listening skills to understand diverse perspectives. • Able to educate and train to diverse group
4. Adaptability:	<ul style="list-style-type: none"> • Flexibility to adapt to changing market conditions. • Willingness to embrace innovation and new technologies.
5. Financial Acumen:	<ul style="list-style-type: none"> • Strong understanding of financial principles and metrics. • Ability to make sound financial decisions for the organization's growth.
6. Problem-Solving:	<ul style="list-style-type: none"> • Analytical and critical thinking to address complex challenges. • Investigative, open-minded, neutral and listening to understand

	<ul style="list-style-type: none"> • Resourcefulness in finding solutions to unforeseen issues. • Able to make decisions that are supported by facts, policies, and legislation
7. Risk Management:	<ul style="list-style-type: none"> • Capacity to assess and manage risks effectively. • Willingness to take calculated risks for strategic advantage.
8. Interpersonal Skills:	<ul style="list-style-type: none"> • Collaborative and relationship-building with internal and external stakeholders. • Investigative, alternative dispute resolution and negotiation skills • Empathetic, kind, patient, engaged listener, excellent communication skills • Fair, just, impartial, open-minded, neutral, respectful
9. People Management:	<ul style="list-style-type: none"> • Talent development and succession planning. • Building a positive organizational culture. • Promote and provide educational and professional development opportunities
10. Ethical Leadership:	<ul style="list-style-type: none"> • Demonstrating and promoting civility, professionalism and ethical behavior within the organization. • Upholding integrity, accountability and transparency.
11. Global Perspective:	<ul style="list-style-type: none"> • Awareness and understanding of global business trends. • Ability to navigate cultural differences in a globalized marketplace.
12. Innovation:	<ul style="list-style-type: none"> • Encouraging a culture of innovation within the organization. • Willingness to embrace and drive change. • Find solutions that are reflective of the overall objective and needs.
13. Time Management:	<ul style="list-style-type: none"> • Effective and efficient use of time • Adaptable and agile modeling to address prioritize tasks
14. Public Relations:	<ul style="list-style-type: none"> • Managing the company's public image and reputation. • Engaging with the media and public in a positive and strategic manner.
15. Resilience:	<ul style="list-style-type: none"> • Ability to bounce back from setbacks and learn from failures; courage to move forward • Agile and can respond adaptively to changing deadlines, competing priorities, challenges projecting positive outlook and shared vision • Emotional intelligence to navigate challenges with composure. • Able to compartmentalize dealing with high-sensitive and emotional information

PROFESSIONAL AND COMMUNITY:

- SOAR/OPD: Certificate in Adjudication Hearing Simulation Facilitator, May 2025; Inclusive and Accessible Adjudication Program Facilitator, March 2025; Administrative Law Presenter, February 2025/April 2025
- Rubin Thomlinson – Investigating Non-human rights allegations (March 2025); Reviewing University Sexual Violence Policies (March 2025); The Top 10 Workplace Investigation Cases of 2024, January 2025
- Board of Directors John Howard Peel-Halton Dufferin, September 2024
- York Region Paralegal Network – 6th Annual Law Summit, November 23, 2024 (speaker)
- HCLA Professional Success – Annual General Meeting, President's Dinner November 7, 2024 – (speaker)
- HCLA Resilience – Balancing Commitments; Women's Networking Event – September 15, 2024 – (speaker)
- LSO – Human Rights Summit – Major Caselaw and HRTD Update – December 5, 2023 (speaker)
- Ontario Bar Association – Annual Update on Human Rights – May 24, 2023 (speaker)
- Canada Labour and Employee Relations Network – Keynote speaker
- SOAR: 31st Annual Conference: Telephone Talk: Adaptive Approaches to Early Resolution – using innovative approaches to enhance early resolution November 2019 (presenter)
- SOAR: Ethics in Adjudicative Justice, August 2017 (presenter)

- Mentor to newly-called / young lawyers
- Paralegal Society of Ontario Annual General Meeting – Professionalism, Integrity, and Civility in Administrative Tribunal Settings (Keynote speaker)
- Volunteer Judge for Toronto Metropolitan University (formerly Ryerson University) Law Practice Program
- United Way Board of Directors, Community Investment Cabinet Chair, Management Advisory Group, Bhayana Family Foundation Awards, Anchor Review Committee
- Hellenic Canada Lawyers Association, Board of Directors and Director of Community Relations (2012-16)
- HOPE: Helping Others Prophet Elias (2012-present)
- Parent Council – Erin Center P.S. – Sept 2007-2016; Vice Chair / Chair of Fundraising (2012-2014)
- Parent Council – Credit Valley P.S.– Sept 2007-2014; Vice Chair / Chair of Fundraising (2012-2014)
- Parent Council – Middlebury Public School – Sept 2005 – Sept 2007 (Treasurer)
- Hellenic Canadian Board of Trade – January 2000 to April 2001 (Board of Directors – Secretary)
- American Hellenic Educational Progressive Association –1987-1996; Board of Directors (Sept 1992-94)

MEMBERSHIPS IN PROFESSIONAL ORGANIZATIONS:

- | | | |
|--|-------------------------------------|--|
| • Law Society of Ontario | • Peel Lawyers Association | • Phi Delta Phi International Legal Fraternity |
| • Canadian Bar Association | • New York State Bar Association | • Canadian Institute for the Administration of Justice |
| • Society of Ontario Adjudicators and Regulators | • Ontario Justice Education Network | |
| | • Hellenic Canadian Lawyers Assn | |

Arian Sultafa, RCIC-IRB, LL.B. Bsc.
4789 Yonge Street, Suite 402
Toronto, Ontario, M2N 0G3
C:

www.yongeimmigration.com

EXECUTIVE SUMMARY

Accomplished and results-driven Immigration Consultant with over twenty-four years of recognized, lawful immigration practice in Canada. Proficient in all areas of immigration - temporary and permanent residence, family class, economic and business categories, and citizenship. Highly knowledgeable in tribunal procedures and regulations, with a proven record of effective advocacy and successful representation before all divisions of the Immigration and Refugee Board. Possesses more than a decade of experience as an enthusiastic instructor in the Immigration Consultant Programs, delivering high-quality instruction and training to future professionals in the field. Maintains a comprehensive understanding of relevant legislation, procedural rules, precedents, and government regulations, ensuring full compliance and the highest standards of professional conduct.

QUALIFICATIONS/ SKILLS

- Maintain good standing with the College of Immigration and Citizenship Consultants (CICC), holding the L-3 Licence (RCIC-IRB).
- Demonstrate thorough knowledge of applicable legislation, By-laws, Regulations, the Code of Professional Conduct, Rules of Procedure, and Tribunal Committee cases.
- Exhibit superior legal writing and research skills, consistently preparing clear, complete, and concise reports and submissions with well-supported reasons.
- Represent clients extensively in oral hearings—both in-person and virtual—with a strong track record of effective advocacy and successful case outcomes.
- Participate in virtual hearings with high proficiency, leveraging advanced technology to ensure seamless and professional proceedings.
- Apply advanced judgment, discretion, and composure to complex and sensitive matters, consistently maintaining professionalism and integrity.
- Utilize strong analytical skills to identify, organize, and evaluate pertinent facts and legal issues, supporting sound decision-making and strategic case management.
- Engage in dispute resolution and consensus-building among stakeholders with practical experience and understanding.
- Possess in-depth knowledge of the roles and responsibilities of immigration professionals, upholding the highest ethical standards and best practices.
- Comprehensive understanding of administrative law and its application in the immigration context, ensuring effective compliance and advocacy.
- Adhere to professional regulatory frameworks and standards, supporting consistent alignment with industry requirements and expectations.

- Maintain proactive awareness of the professional environment, regulatory standards, and evolving practices that shape the work of immigration practitioners.
- Demonstrate thorough understanding of the broader professional, community, and governmental context in which the College operates, committing to governance, accountability, and continuous improvement.
- Exhibit advanced computer proficiency, including expert-level skills in Microsoft Outlook, Word, Excel, and PowerPoint, to efficiently document, communicate, and present complex information.

PROFESSIONAL EXPERIENCE

July. 2021 ***Queens University, Faculty of Law – KINGSTON ON***

Present Adjunct Professor – GDipICL

ICL 820 – Ethics and Professional Responsibility / ICL 850 – Family Class / ICL 830 – Temporary Class/ ICL 870 – Enforcement

Coordinating (Lead) Instructor – ICL 820 – Ethics and Professional Responsibility

- Lead curriculum design, assessment development, and course delivery, ensuring comprehensive and rigorous instruction across assigned subjects.
- Deliver all elements of online course content in strict alignment with established curriculum standards and institutional guidelines.
- Mentor students in legal skills development, systematically connecting course learning objectives to relevant, real-world practical experiences.
- Facilitate online synchronous tutorials and coordinate synchronous activities, utilizing video-conferencing technology to promote interactive and effective learning environments.
- For the ICL 820 – Ethics Course: Review and revise tutorial resources, the tutorial guide and weekly PPTs for use by instructors in tutorials, prepare, review and update instructional material, confirm tutorial schedule for instructors and plan and execute new instructor orientation and training.

Jan. 2022 - ***Queens University, Faculty of Law – KINGSTON ON***

May 2022 Course Consultant - GDipICL

ICL 820 – Ethics and Professional Responsibility

- Provided consulting support for Ethics and Professional Responsibility.
- Proactively identified and developed a suite of course-specific tools to support effective module implementation.
- Developed standardized evaluation tools for written assignments, promoting greater consistency in grading and minimizing disparities at both ends of the grading spectrum. These tools promoted fairness and transparency in evaluation, providing clear benchmarks for both instructors and students.
- Strategically formulated core instructional messages, mapped to specific timelines and topics, and created communication templates to enhance instructor outreach.

Jul. 2020 - ***Anderson College of Health, Business and Technology – TORONTO, ON***

May 2021 Instructor of IPP Accredited Program

Apr. 2019 - ***CDI College – TORONTO, ON***

Jun. 2020 Instructor of IPP Accredited Program

Jun. 2014 - ***Academy of Learning College – TORONTO, ON***

Apr. 2019 Instructor of IPP Accredited Program

- Delivered comprehensive lectures and professional training across a broad spectrum of immigration subject areas, including Canadian Immigration Law and Policy, Family Sponsorship, Refugee Protection, Temporary Entry/LMIA, Economic Classes (Business and Skilled Worker), Administrative Law, Tribunal Practice and Procedure, Ethics and Professional Responsibility, Practice Management, and Client Care for Immigration Consultants.
- Expertly designed and continuously updated course syllabi, instructional resources, and evaluation instruments to ensure full compliance with ICCRC regulatory standards.
- Provided tailored academic and career guide, mentoring students in both professional advancement and the refinement of legal competencies.
- Ensured compliance with program regulations and academic integrity policies.

Sep. 2019 - ***Yonge Canada Immigration – TORONTO, ON***

Present Founder & Senior Immigration Consultant

- Providing comprehensive representation to a diverse clientele both within Canada and internationally, assisting with a broad range of immigration matters and serving as a reliable partner in facilitating their successful integration into Canadian society.
- Overseeing all facets of the visa and immigration process, expertly guiding clients through each stage to ensure clarity, compliance, and an optimal outcome.
- Advising and representing potential immigrants before Citizenship and Immigration Canada, the Immigration and Refugee Board, and the Canadian Border Services Agency.
- Overseeing the completion of all relevant visa and immigration documents and ensuring that they are received within the prescribed time limits.
- Consistently endeavored to provide distinguished and exceptional legal representation, demonstrating unwavering commitment to surpassing client expectations and maintaining a reputation for expertise, integrity, and reliability.
- Providing effective advocacy and representation before all divisions of the Immigration and Refugee Board (IRB), representing clients in refugee claims and appeals, detention reviews, inadmissibility hearings, sponsorship, residency and removal order appeals.
- Prepare and present comprehensive submissions and arguments in writing and orally on complex immigration applications and proceedings.

May 2002 - ***Allan S. Blott Q.C. Professional Corporation of Lawyers – TORONTO, ON***

Aug. 2019 **Barristers & Solicitors**

Senior Immigration Consultant

- Researched, studied, and maintained up-to-date knowledge of changing immigration laws, regulations, and policies, consistently applying this expertise to varied client situations.
- Interpreted laws, rulings, and regulations to resolve individual and business immigration issues.
- Managed extensive client communications while simultaneously preparing and filing multiple cases in a fast-paced environment.
- Conferred with colleagues specializing in relevant legal matters and verified the bases for legal decisions.
- Conducted interviews with corporate and individual clients to address immigration concerns.
- Reviewed and assessed documentation to determine applicants' eligibility and identified any deficiencies.
- Rendered legal assistance for both Temporary and Permanent status applications.
- Provided legal support for international student visa applications.
- Guided applicants and HR representatives throughout the entire visa application process, including processing timelines, extensions, amendments, transfers, and cancellations.
- Identified, analyzed, and evaluated resolution options, obtaining advice to address clients' issues effectively.
- Maintained organized files in accordance with office and ICCRC procedures and requirements.
- Demonstrated strong client service skills by accurately assessing needs and meeting demanding deadlines.
- Investigated inquiries, researched appropriate responses, and prepared written replies to address client queries.
- Prepared a wide variety of high-level reports, analyses, memoranda, and briefing notes.

EDUCATION & CREDENTIALS

Immigration Practitioner Program (High Hons.)

SENECA COLLEGE – TORONTO, ONTARIO

June 2005

Paralegal Communications Diploma (High Hons.)

CAREER CANADA COLLEGE – TORONTO, ONTARIO

May 2002

Bachelor of Laws

UNIVERSITY OF TIRANA – FACULTY OF LAW, ALBANIA

(The South East European Law School Network)

March 1994

Bachelor of Science

'UBT' UNIVERSITY OF TIRANA, KAMEZ

FACULTY OF SCIENCES – TIRANA, ALBANIA

February 1993

PROFFESIONAL ASSOCIATIONS

- Member of CAPIC (Canadian Association of Professional Immigration Consultants)

OTHER ENGAGEMENTS

- Frequent guest speaker at immigration workshops, seminars, CICC Accredited CPD programs on immigration related topics in Canada including Ethics and Professional Responsibility.
- Assigned as Subject Matter Expert (SME) in providing feedback and expertise in the CICC – IRB Specialization Program for the ID, RPD and RAD designed to increase the competence of RCICs appearing before the IRB. (February – April 2021)
- CICC - Specialization Program PLAR Review Panel Member (September 2021 – Present)
- CICC - Specialization Program Exam Item Development – SME Panel (March 2022 – Present)
- CICC- Specialization Program Exam Standard Setting and Key Validation – SME Panel (May 2022 – Present)
- CICC - Focus Group Participant – Retainer Agreement Regulation, contributing practitioner feedback to refine regulatory framework.

REFERENCES:

Sharry Aiken – GDipICL Academic Director, Professor, Faculty of Law, Queen’s University
Email:

Stanislav Belevici – RCIC-IRB – Interim CICC President & CEO
Email:

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chairperson, Governance and Nominating Committee

Re: **Agenda Item 7.3 – Proposed Re-Appointment to Tribunal Committee**

Date: **November 27, 2025**

Summary

The Governance and Nominating Committee (GNC) recommends Board approval of the proposed reappointments to the Tribunal Committee.

The Tribunal Committee (Discipline, Capacity and Registrar Appeal) is an adjudicative body, which as per Section 58 of the Act and Sections 28.1, 38.3 and 30.1 of the By-laws, must hear and determine all complaints referred to it by the Complaints Committee or Appeals of Registrar's decisions. The Tribunal Committee make decisions on fact and penalty on professional conduct, incapacity and licensing matters. They are empowered by Section 66 of the Act to compel evidence, production of documents, administer oaths and accept evidence.

Committee members are appointed by the Board of Directors as per Section 29(2) of the Act. At the end of the year, the Chair of the Tribunal Committee along with staff of the Tribunal Office assess the needs of the Committee as to whether additional members need to be recruited to serve on the Committee. We are requesting the Governance and Nominating Committee to recommend the re-appointments to the Board of 25 returning members listed below to the Tribunal. We will also be requesting the appointment (in a separate memorandum) of 3 new members (1 Vice Chairperson; 2 RCIC Committee Members).

Requested Action:

THAT: 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.

Discussion/Analysis

The Tribunal Committee is comprised of three separate subcommittees: the Discipline Committee, the Capacity Committee, and the Registrar Appeal Committee. These three committees are tasked with making final decisions on professionalism and competence (Discipline), physical and mental capacity (Capacity), and licensing (Registrar Appeal).

Discipline, Capacity and Registrar Appeal Committees

The Discipline, Capacity and Registrar Appeal Committees perform formal adjudicative functions. They are led by a Chair and Senior Vice Chair, who help establish the committees' rules of procedures and practice guidelines, review the Committees' overall performance and assess the committee's ongoing needs. The Chair, Senior Vice Chair, and other Vice Chairs are also tasked with greater adjudicative responsibilities than the other regular members.

In their adjudication, members typically sit as a panel of three, where at least one panel member is a licensee (i.e., RCIC or RISIA), and one panel member is not a licensee (i.e., Public Representative).

Vice Chairperson, Ken Atkison is not seeking reappointment with the Tribunal. Two of the Tribunal Committee Members: Satpaul Singh Johal and Perminder Sidhu have vacated their licensee positions (RCIC) on the Tribunal however wish to continue their work on the committee as Public Representatives.

The Tribunal Chairperson and Manager are currently in the interview process to replace the following 3 vacate positions: 1 Vice Chairperson; 2 RCIC Committee Members. Information pertaining to the recommended new appointments will follow in a separate memorandum.

Re-appointments

The 25 individuals below are recommended for re-appointment to the Discipline, Registrar's Appeal and Capacity Committees for a minimum one year term:

Candidate	Role
Cindy Ramkissoo-Shears	RCIC – Chairperson Ms. Ramkissoo-Shears was grand mothered from CSIC as an RCIC in October 2011. She has served as a member of the College's Tribunal since 2012 and as the committee's Chairperson since 2018.
Laurie Sanford	Public Representative, Senior Vice-Chair Ms. Sanford is a lawyer and has served on the College's Tribunal as Senior Vice-Chair since 2019. Ms. Sanford has

	<p>sat as the Vice-Chair of the Licence Appeal Tribunal (LAT) which adjudicates applications and resolves disputes concerning compensation claims and licensing activities regulated by the provincial government, including those activities of delegated administrative authorities. Ms. Sanford has sat on the Animal Care Review Board.</p>
Eli Fellman	<p>Public Representative, Vice-Chair</p> <p>Mr. Fellman is a lawyer and has served on the College's Tribunal as Vice-Chair since 2019. He is senior legal counsel for Tribunals of Ontario. He previously acted as Vice Chair for the Ontario Human Rights Tribunal and the Landlord and Tenant Board and a member of the Ontario Rental Housing Tribunal.</p>
Susan Joyce Heakes	<p>Public Representative, Vice-Chair</p> <p>Ms. Heakes is a lawyer and has served on the College's Tribunal as Vice-Chair since 2019. She also serves as a member on the Consent and Capacity Board and serves as Independent Legal Counsel for Chartered Professional Accountants of Ontario (CPA Ontario).</p>
Marcel Mongeon	<p>Public Representative, Vice-Chair (Bilingual)</p> <p>Mr. Mongeon is a lawyer and has served on the College's Tribunal as Vice-Chair since 2019. Mr. Mongeon is a mediator and arbitrator and has sat as the Chair of the College of Patent Agents and Trademark Agents Disciplinary Committee. He has also served as a deputy Judge for Hamilton Small Claims Court since 1993.</p>
Kathleen Gowanlock	<p>Public Representative, Vice-Chair (Bilingual)</p> <p>Ms. Gowanlock is a lawyer and was newly appointed by the Board of Directors in September 2025. She has served on several adjudication boards including: the Consent and Capacity Board; the Parole Board of Canada and the Ontario Land Surveyors of Ontario where she has participated in the adjudication of matters. In addition, Ms. Gowanlock has immigration experience as she has represented clients before the Immigration and Refugee Board.</p>

Mohammed Allouche	<p>RCIC – Member (Bilingual)</p> <p>Mr. Allouche has been an RCIC since November 2012 RCIC. He joined the College’s Tribunal in 2019.</p>
Annie Beaudoin	<p>RCIC – Member (Bilingual)</p> <p>Annie Beaudoin has been an RCIC since February 2020. She has previously worked as an Immigration Officer for the Canadian Consulate General, Los Angeles, CA and has taught at University of Montreal.</p>
Sylvie Bertrand	<p>RCIC - Member (Bilingual)</p> <p>Ms. Bertrand was grandfathered in from CSIC as an RCIC in August 2011. She has. She has served as a member of the College’s Tribunal since 2014. She is a Manager for IMEDA, Immigration Education Alliance and also previously taught the Immigration Program at Cégep St-Laurent.</p>
Ben Fok	<p>RCIC - Member</p> <p>Mr. Fok was grandfathered in from CSIC as an RCIC since October 2011. He has served as a member of the College’s Tribunal since 2012. He has taught the Immigration Consultant Diploma course in BC.</p>
Satpaul Singh Johal	<p>Public Representative - Member</p> <p>Mr. Johal was grandfathered in from CSIC as an RCIC since September 2011. He has served as a member of the College’s Tribunal since 2012. In June 2024 he resigned his membership with the College and has since served on the Tribunal as a Public Representative.</p>
John Lironi	<p>RCIC – Member</p> <p>Mr. Lironi was grandfathered in from CSIC as an RCIC since October 2011. He has served as a member of the Tribunal since 2012.</p>
Rakesh Mehta	<p>RCIC - Member</p> <p>Mr. Mehta was grandfathered in from CSIC as an RCIC since July 2011. He has served as a member of the Tribunal since 2012.</p>

Sandrine Ponpon-Kataully	<p>RCIC – Member (Bilingual)</p> <p>Ms. Ponpon-Kataully became an RCIC in April 2018. She has served a member of the Tribunal since 2019. She has a law degree and has worked as a Small Claims Court Officer, Court Clerk Monitor, Deputy Registrar and Staff Justice of the Peace with the Manitoba Justice Department.</p>
Perminder Sidhu	<p>Public Representative - Member</p> <p>Mr. Sidhu was grandfathered in from CSIC as an RCIC since July 2011. He has served as an RCIC Member of the Tribunal since before 2012. In June 2025 he was approved for a Leave of Absence from the College and is currently not practicing. He would like to remain on the Tribunal as a Public Representative.</p>
Vincenzina (Enza) Buffa	<p>Public Representative – Member</p> <p>Ms. Buffa is a paralegal and mediator and has served on the College’s Tribunal as member since 2019. She was previous adjudicator for Tribunals Ontario.</p>
Alisa Chaplick	<p>Public Representative – Member</p> <p>Ms. Chaplick is a lawyer and has served on the College’s Tribunal as member since 2019. She is the Chair of the Discipline Committee of the Home Construction Regulatory Authority. In addition, she is a Member of the Animal Care Review Board and the Fire Safety Commission. Furthermore, she is a member of both the Discipline Committee and the Registration Committee of the Professional Engineers Ontario</p>
Louis-Rene Gagnon	<p>Public Representative – Member (Bilingual)</p> <p>Mr. Gagnon has served on the College’s Tribunal as a member since 2012. He has worked as a Lecturer for the Immigration Advisory Service Program at Cegep St_Laurent and also worked as an advisor for the Ministry of Immigration and Cultural Communities.</p>
Teddy Kwan	<p>Public Representative – Member</p> <p>Mr. Kwan is a lawyer and has served on the College’s Tribunal as member since 2019. He teaches the paralegal course at Anderson College of Health, Business & Technology in Windsor.</p>

Joanne Lau	<p>Public Representative – and Member</p> <p>Ms. Lau is a lawyer and has served on the College’s Tribunal as a member since 2019. She is the Interim Director of Legal Services of the Chinese and Southeast Asian Legal Clinic (CSALC) where she was the staff lawyer for over 20 years. During her time there, she represented clients before the Immigration Appeal Division and Federal Court on immigration matters. She was a presiding member of the Consent and Capacity Board of Ontario and is currently a member of the Toronto Licensing Tribunal.</p>
Sonia Light	<p>Public Representative – Member</p> <p>Ms. Light is a lawyer and has served on the College’s Tribunal as a member since 2019.</p>
Sabita Maraj	<p>Public Representative – Member</p> <p>Ms. Maraj is a paralegal and has served on the College’s Tribunal as a member since 2019. She also serves on the Tribunal at the Law Society of Ontario and has been an adjudicator with the Consent and Capacity Board.</p>
Guy Marcel Nono	<p>Public Representative – Member (Bilingual)</p> <p>Mr. Nono has served on the College’s Tribunal as a member since 2019. He holds a doctorate (LL.D.) in international public law from Laval University. He is self-employed as a legal editor. He has volunteered as a legal research assistant in Cameroon. He has also worked as a legal research assistant and associate lecturer for a course in international public law at Laval University and as well as a Legal research assistant at the Center of International Governance Innovation.</p>
Alicia Peters	<p>Public Representative – Member</p> <p>Ms. Peters has served on the College’s Tribunal as a member since 2016. She is currently the Director of Corporate Initiatives for the First West Credit Union in British Columbia.</p>
Oriana Trombetti	<p>Public Representative – Member</p> <p>Ms. Trombetti is a lawyer and has served on the College’s Tribunal as a member since 2019. She is also the Ombudsman for the National Capital Commission in Ottawa.</p>

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chairperson, Governance and Nominating Committee

Re: **Agenda Item 7.3 – Proposed Reappointment to Complaints Committee**

Date: **November 27, 2025**

Summary

The Governance and Nominating Committee (GNC) recommends Board approval of the proposed reappointments to the Complaints Committee.

The Complaints Committee is a screening committee which, as per Section 48(1) of the Act, must consider all complaints referred to it by the College or the Registrar and may, if the Committee has reasonable grounds to suspect that a licensee committed professional misconduct or was incompetent, refer the matter for an investigation into the conduct. The Committee has other options for less serious matters referred to it including, but not limited to, formal caution, guidance or resolution terms. As per Section 57(1) of the Act, the Committee may also refer a complaint in whole or part to the Discipline Committee.

Committee members are appointed by the Board of Directors as per Section 29(2) of the Act. At the end of each calendar year, the College staff assess the needs of the Committee as to whether additional members are required to serve on the Committee. This year staff are not recommending the appointments of any new committee members; however, the Governance and Nominating Committee is requested to recommend to the Board the re-appointment of current members to the Complaints Committee.

Requested Action:

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

Complaints Committee

The Complaints Committee perform screening by reviewing information gathered by the College staff when a complaint is filed or initiated against a licensee. If the Complaints committee has reasonable grounds to suspect that a licensee committed professional misconduct or was

incompetent, the committee can refer the matter to be investigated, refer a complaint in whole or in part to the Discipline Committee, caution a licensee, refer a complaint to the process of dispute resolution.

In their review, members typically sit as a panel of three, where at least one panel member is a licensee (i.e., RCIC or RISIA), and one panel member is not a licensee (i.e., Public Representative).

Re-appointments

The individuals below are recommended for re-appointment to the Complaints Committee for a one-year term:

Candidate	Role
Bruce Perreault, RCIC	Mr. Perreault has served now for many years as member of the Complaints Committee. Mr. Perreault has a BA from The University of Montreal and a Law degree (LLB) from McGill University. He was one of the founding Directors of CAPIC.
Carl Wurfel, RCIC	Mr. Wurfel is member of the Complaint Committee since 2016, his RCIC practice is in Edmonton, Alberta and his Immigration firm handle all types of Immigration files, including appeals.
Daniela Lima, RCIC	Ms. Lima has first become a Regulated Canadian Immigration Consultant (RCIC) in 2013 and since 2015 has been a member of the Complaints and Discipline Committee. She took a break from her practice for a few years to manage a family business but remained actively involved in the immigration field by serving on the Complaints Committee as a member of the public. Ms. Lima returned her immigration practice in 2022. Ms. Lima specializes in economic immigration programs, such as the Federal Skilled Worker Program and Canadian Experience Class, as well as family reunification programs, including Spousal Sponsorship and the Parents and Grandparents Sponsorship.
Hadi Mansouri, RCIC	Mr. Mansouri is the founder of Mansouri Immigration Firm, which he established in 2014. As a licensed paralegal in Ontario since 2015 and a licensed immigration consultant since 2014, Mr. Mansouri's practice is rooted in providing comprehensive legal and immigration services with a focus on client advocacy.

	<p>In addition to his practice, Mr. Mansouri has served for several years on the College of Immigration Consultants of Canada's Complaints Committee. Mr. Mansouri is also a member of the sandbox for regulating paralegals in British Columbia, allowing him to offer a wider range of legal services in both Ontario and BC.</p>
Hjalmar Leon, RCIC	<p>Mr. Leon holds a Bachelor of Laws from South America combined with further post-graduate studies, including an MBA in Global Management from the USA, and a Professional Specialization in Public Sector Management from the University of Victoria. His keen interest is to share his multi-disciplinary knowledge and years of experience in law amongst his students. Mr. Leon has been practicing law since 1991. Outside of his work as Regulated Canadian Immigration Consultant (RCIC) for Canadainmi, Immigration Consulting, and with more than 30 years of combined experience in international business involving representation, he has worked on a wide range of immigration cases. Mr. Leon is and has been a co-chair of several non-profit organizations as part of his passion for serving the Latin American community in Canada.</p>
Izabela Johnston, RCIC	<p>Ms. Johnston founded her company, E Immigration Inc., in 2001, based in the Greater Toronto Area (GTA). While she specializes in assisting Polish and Eastern European clients, her services extend to people from all over the world. She focuses on family sponsorships, including complex bona fide relationships (as per R4.1), and has extensive experience in humanitarian cases, economic immigration, temporary resident applications, and addressing enforcement and inadmissibility issues. She also represented clients at the Immigration and Refugee Board (IRB) in appeals and detention reviews and has contributed to the development of the ICCRC/CICC's specialization in this field. In addition to her practice, she has written a weekly immigration column since 2003 in the Polish newspaper "Gazeta Gazeta," and also has been featured on Polish TV and radio in Ontario. She is also committed to education, mentoring new immigration consultants, co-counseling, and frequently presenting at industry seminars and forums.</p>
Li Feng, RCIC	<p>Ms. Feng has a Master of Arts 2022 and Bachelor of Management 2000, RCIC since 2016 and member of the Complaints Committee for several years, Immigration &</p>

	Settlement Coordinator at Health PEI since 2023, Acting Manager, Population & Settlement at Department of Workforce, advanced learning and population 2022-2023, she held different positions at the Department of Economic Growth, Tourism and Culture, PEI and she is the President of Li's consultant
Sol Gombinsky, RCIC	Mr. Gombinsky has a Bachelor degree from university of Calgary 1967, he was employed by citizenship and immigration from 1967 to 1997 (30years) where he worked as an immigration officer, special inquiry officer, Manager Calgary and Toronto central immigration offices, appeals officer, Ontario region program specialist, Manager immigration adjudication Mississauga, Ontario region and quality of service coordinator. In 1997 Mr. Gombinsky was licensed as RCIC with designation to represent at immigration hearings, appeals and refugee claims before the IRB, he was a part time RCIC advisor at ICCRC in 2020 and member of the Complaints Committee since 2021.
Souheila Lebane, RCIC (Bilingual)	Ms. Lebane is a Regulated Immigration Consultant since January 2016, registered with both CICC and the Ministry of Immigration, Francisation, and Integration (MIDI) of Quebec. Ms. Lebane has an International Law degree and is fluent in French, English, and Arabic.
Allan Martin, Public Representative (Bilingual)	Mr. Martin studied at University of Toronto, joined immigration stream of Foreign Service in 1982 and he was a visa officer from 1982 – 2015, as immigration officer he has eight overseas postings and 3 headquarter assignments and he has been a member of the Complaints Committee for more than 6 years.
Hector Cowan, Public Representative (Bilingual)	Mr. Cowan was a Canadian visa Officer for 20+ years including postings as officer – in – charge in Haiti, Moscow (twice), Singapore and Geneva (a policy role with emphasis on refugee matters). Mr. Cowan was a Consul General in St Petersburg, Russia and Ambassador in Kazakhstan with concurrent accreditation to the Kyrgyz Republic and Tajikistan. He has been a member of the Complaints Committee for more than 6 years.
Sherry Wiebe, Public Representative	Ms. Wiebe is a lawyer registered in BC and Manitoba with immigration experience including for 11 years as IRB managing member of Refugee Division and Appeal Division, followed by several years in private practice. Currently General Counsel and CLO of a private company based in Vancouver, which has international outreach.

Wennie Lee, Public Representative	Wennie Lee, is the principal of the firm of Lee and Company. She obtained her law degree from Western University and completed an LLM in Administrative law at Osgoode Hall Law School. On establishing Lee & Company in 2001, she has focused full-time on Immigration Litigation and judicial reviews at the Federal Court. She has also handled many cases before all 4 divisions of the IRB. Ms. Lee has co-chaired with the Honourable Justice R. Hughes and the Honourable Justice A. Diner of the Federal Court a program with the Osgoode Professional Development on–The Practical Guide to Federal Court Advocacy. She is currently serving as the CBA-Immigration Section Representative at the Federal Courts Bench + Bar Liaison Committee. She has taught immigration law at Humber College and has presented seminars at various organizations including CBA, OBA, RLA, ACCLO, CAPIC, etc. Her interest in administrative law has led her to serve as a part-time public member at the Discipline and Appeals Committees of OMVIC (Ontario Motor Vehicle Industry Council) for 8 years. She was elected to serve as Chair of the OMVIC Compensation Fund.
Yovanka McBean, Public Representative	Ms. McBean is a paralegal with more than twenty years of experience with the Ontario Motor Vehicle Industry Council (OMVIC) and currently Director of Licensing and leading the Market Conduct Action Team at FSRA.
Jason D. Bennett, Public Representative	Mr. Bennett is senior regulatory and governance counsel with over 20 years' experience in professional regulation, management, discipline and strategy. Having held senior leadership positions as Director of Policy, Governance and Tribunals and Director of Governance with the Ontario College of Teachers, Mr. Bennett provided legal and executive support to the Registrar's Office, led professional discipline prosecution teams, and coordinated College and Ministry staff on a range of projects.

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel**
Chairperson, Governance and Nominating Committee

Re: **Agenda Item 7.3 – Proposed Re-appointment of Independent Complaints Review Officer**

Date: **November 27, 2025**

Summary

The Governance and Nominating Committee (GNC) recommends Board approval of the proposed re-appointment of the Independent Complaints Review Officer (ICRO).

Requested Action:

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

Discussion/Analysis:

Management is recommending the reappointment of our current ICRO Lai-King Hum. Ms. Hum meets the qualifications as set out in the ICRO Regulation Section 6.5, and has agreed to continue in this capacity if reappointed:

- (a) have expertise in the areas of administrative law and professional regulation;*
- (b) be a person of recognized knowledge, judgment, objectivity and integrity, with demonstrated skills in problem solving and dispute resolution; and*
- (c) not be a Licensee, not be a current or former personnel of the Council (that is, an employee or a member of the Council's Board) and not be an Officer of the Council.*

Independent Complaints Review Officer (ICRO)

The Independent Complaints Review Officer is appointed by the Board to review complaints in situations where a complaint is not referred to the Discipline Committee and a complainant requests a review. The ICRO may only review the fairness of the procedure used by the Council or the Complaints Committee in the handling of complaints. The ICRO will either accept that the procedures were fair or refer the complaint back to the Complaints Committee with a recommendation for further action.

Re-appointment

The individual below is recommended for re-appointment to the ICRO for a one-year term:

Candidate	Role
Lai-King Hum	<p>Founder of Hum Law, Lai-King Hum is known for expertise in all areas of workplace law. Her practice encompasses employment law, human rights, professional regulation, mediation and litigation. Lai opened her Toronto-based employment law and human rights firm in 2014, having established herself as a leading employment law practitioner at top-tier national firms in Ontario and Quebec.</p> <p>Lai advises and represents Canadian and U.S.- and International - based businesses, non-profit organizations, entrepreneurs and individuals in a range of matters in jurisdictions across Canada. She offers legal services in English and French to clients in manufacturing, education, healthcare and financial / banking services. Licensed by both the Ontario Bar and the Quebec Bar, Lai has appeared before various levels of court and tribunals. She is a member of ADR Institute of Ontario and conducts workplace investigations as well as mediations.</p> <p>Before embarking on a full-scale investigation, Lai first ensures that the client has explored and exhausted all avenues for resolution. She is experienced in resolving internal workplace matters relating to harassment or discrimination, either through investigations or as a workplace mediator.</p> <p>As a mediator in workplace matters, Lai tailors her approach to the circumstances at-hand, but leans towards an evaluative mediation practice model, rooted in her knowledge of the law.</p> <p>In addition to her practice, Lai is a Deputy Judge in the Small Claims Court of the Superior Court of Justice in Toronto. She is also one of three Discrimination and Harassment Counsel in the Discrimination and Harassment Counsel Program, a service funded by the Law Society of Ontario.</p>

Appendix A

PROPOSED APPOINTMENTS AND REAPPOINTMENTS TO TRIBUNAL COMMITTEE

DISCIPLINE, FITNESS-TO-PRACTICE AND REGISTRAR APPEAL COMMITTEES						
Current (25)			Proposed (27)		Additions	
Chair:	Cindy Ramkissoo-Shears	<i>RCIC</i>	Chair:	Cindy Ramkissoo-Shears	<i>RCIC</i>	
Sr. Vice-Chair	Laurie Sanford	<i>Pub Rep</i>	Sr. Vice-Chair	Laurie Sanford	<i>Pub Rep</i>	
Vice-Chair	Ken Atkinson	<i>Pub Rep</i>	Vice-Chair	Ken Atkinson	<i>Pub Rep</i>	
Vice-Chair	Eli Fellman	<i>Pub Rep</i>	Vice-Chair	Eli Fellman	<i>Pub Rep</i>	
Vice-Chair	Susan Joyce Heakes	<i>Pub Rep</i>	Vice-Chair	Susan Joyce Heakes	<i>Pub Rep</i>	
Vice-Chair	Marcel Mongeon	<i>Pub Rep (B)</i>	Vice-Chair	Marcel Mongeon	<i>Pub Rep (B)</i>	
Vice-Chair	Kathleen Gowanlock	<i>Pub Rep (B)</i>	Vice-Chair	Kathleen Gowanlock	<i>Pub Rep (B)</i>	
	Mohammed Allouche	<i>RCIC (B)</i>		Mohammed Allouche	<i>RCIC (B)</i>	
	Annie Beaudoin	<i>RCIC (B)</i>		Annie Beaudoin	<i>RCIC (B)</i>	
	Sylvie Bertrand	<i>RCIC (B)</i>		Sylvie Bertrand	<i>RCIC (B)</i>	
	Ben Fok	<i>RCIC</i>		Ben Fok	<i>RCIC</i>	
	Satpaul Singh Johal	<i>RCIC</i>		Satpaul Singh Johal	<i>RCIC</i>	
	John Lironi	<i>RCIC</i>		John Lironi	<i>RCIC</i>	
	Rakesh Mehta	<i>RCIC</i>		Rakesh Mehta	<i>RCIC</i>	
	Sandrine Ponpon-Kataully	<i>RCIC (B)</i>		Sandrine Ponpon-Kataully	<i>RCIC (B)</i>	
	Perminder Sidhu	<i>RCIC</i>		Perminder Sidhu	<i>RCIC</i>	
	Vicenzina (Enza) Buffa	<i>Pub Rep</i>		Vicenzina (Enza) Buffa	<i>Pub Rep</i>	
	Alisa Chaplick	<i>Pub Rep</i>		Alisa Chaplick	<i>Pub Rep</i>	
	Louis-Rene Gagnon	<i>Pub Rep (B)</i>		Louis-Rene Gagnon	<i>Pub Rep (B)</i>	
	Teddy Kwan	<i>Pub Rep</i>		Teddy Kwan	<i>Pub Rep</i>	
	Joanne Lau	<i>Pub Rep</i>		Joanne Lau	<i>Pub Rep</i>	
	Sonia Light	<i>Pub Rep</i>		Sonia Light	<i>Pub Rep</i>	
	Sabita Maraj	<i>Pub Rep</i>		Sabita Maraj	<i>Pub Rep</i>	
	Guy Marcel Nono	<i>Pub Rep (B)</i>		Guy Marcel Nono	<i>Pub Rep (B)</i>	
	Alicia Peters	<i>Pub Rep</i>		Alicia Peters	<i>Pub Rep</i>	
	Oriana Trombetti	<i>Pub Rep</i>		Oriana Trombetti	<i>Pub Rep</i>	
			Vice-Chair	Jeanie Theoharis	<i>Pub Rep</i>	
				Arian Sultafa	<i>RCIC</i>	

COMPLAINTS COMMITTEE						
Current (15)			Proposed (15)			Additions
	Hector Cowan	<i>Pub Rep(B)</i>		Hector Cowan	<i>Pub Rep(B)</i>	
	Li Feng	<i>RCIC</i>		Li Feng	<i>RCIC</i>	
	Sol Gombinsky	<i>RCIC</i>		Sol Gombinsky	<i>RCIC</i>	
	Izabela Johnston	<i>RCIC</i>		Izabela Johnston	<i>RCIC</i>	
	Souheila Lebane	<i>RCIC (B)</i>		Souheila Lebane	<i>RCIC (B)</i>	
	Hjalmar Leon	<i>RCIC (B)</i>		Hjalmar Leon	<i>RCIC (B)</i>	
	Daniela Lima	<i>RCIC</i>		Daniela Lima	<i>RCIC</i>	
	Hadi Mansouri	<i>RCIC</i>		Hadi Mansouri	<i>RCIC</i>	
	Allan Martin	<i>Pub Rep(B)</i>		Allan Martin	<i>Pub Rep(B)</i>	
	Bruce Perreault	<i>RCIC</i>		Bruce Perreault	<i>RCIC</i>	
	Carl Wurfel	<i>RCIC</i>		Carl Wurfel	<i>RCIC</i>	
	Jason D. Bennett	<i>Pub Rep</i>		Jason D. Bennett	<i>Pub Rep</i>	
	Yovanka McBean	<i>Pub Rep</i>		Yovanka McBean	<i>Pub Rep</i>	
	Wennie Lee	<i>Pub Rep</i>		Wennie Lee	<i>Pub Rep</i>	
	Sherry Wiebe	<i>Pub Rep</i>		Sherry Wiebe	<i>Pub Rep</i>	

INDEPENDENT COMPLAINTS REVIEW OFFICER (IRCO)						
Current			Proposed			Additions
	Lai-King Hum Barrister & Solicitor	<i>Pub Rep (B)</i>		Lai-King Hum Barrister & Solicitor	<i>Pub Rep (B)</i>	