
**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

Absent

Jennifer Henry

* *Via Teleconference*

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

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 positive variance of \$393K is driven by higher-than-expected revenue of \$363K and lower than expected expense of about \$30K. He further explained that the higher revenue was tied to higher than anticipated annual fees and late payment fees and lower bad debts; whereas lower expenses were due to lower than anticipated exam proctoring fees and credit card expenses. 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.

Tim D'Souza noted that the frequency of risk reporting will be reviewed, as one member expressed a preference to maintain quarterly reports. He agreed and indicated that FAC will assess the matter further and present a formal recommendation to the Board at a later date.

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 the document had been revised to present a comparison between total capital funds budgeted and total funds utilized as over several years, \$6.5 million was budgeted and \$6.7 million was spent, with the \$0.2 million variance drawn from the operating budget. He added that the total capital allocation could increase to approximately \$10.9 million in future years, pending Board approval and management's updated projections.

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

Nothing to report.

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