

Board of Directors

College of Immigration and Citizenship Consultants (CICC)

Schedule	Thursday, September 25, 2025 1:00 PM — 5:30 PM EDT	
Description	Board of Directors Meeting - September 25, 2025	
Organizer	Nithiya Paheerathan	
Participants	Ben Rempel John Burke, RCIC Marty Baram, RCIC Normand Beaudry Richard Dennis, RCIC Tim D'Souza Jennifer Henry Jyoti Singh Peter Christensen	Interim Chairperson Vice Chairperson Assistant Director, Admissibility, Immigration, Refugees and Citizenship Canada Interim President & CEO Director, Communications and Stakeholder Relations Director, Professional Conduct Director, Registration Director, Professional Standards, Research, Education & Policy Corporate Secretary Coordinator, Board Administration
	Stan Belevici, RCIC-IRB Jessica Freeman Laura Halbert Cathy Pappas Beata Pawlowska Victoria Rumble Nithiya Paheerathan	

Agenda

CONSENT AGENDA

A. Minutes of Board meeting of June 19, 2025

 Minutes of Board meeting of June 19, 2025.docx

B. Report of the Finance and Audit Committee

For Report

 Report of the Finance and Audit Committee.docx	19
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C. Report of the Governance and Nominating Committee

For Report

 Report of the Governance and Nominating Committee.docx	22
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D. Report of the Human Resources Committee

For Report

 Report of Human Resources Committee.docx	25
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E. Independent Complaints Review Officer's Report

For Report

 Independent Complaints Review Officer's Report.docx	28
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F. Confirmation of the Authorized Signing Officers

 Confirmation of the Authorized Signing Officers.docx	35
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G. Updated College Succession Plan

For Approval

 Updated College Succession Plan.docx	38
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H. Tribunal Appointment

For Approval

 Tribunal Appointment.docx	48
 Kathleen Gowanlock - Resume.docx	50

I. Approval of Interim Registrar For Approval

 Approval of Interim Registrar.docx

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MEETING AGENDA

Presented by Ben Rempel

1:00 PM	1. Welcome and Introductory Remarks Presented by Ben Rempel	(2 mins)
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1.1. Land Acknowledgement

1.2. Introductions

1.3. Conflict of Interest

1:02 PM	2. Approval of Consent Agenda For Approval - Presented by Ben Rempel	(1 min)
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1:03 PM	3. Approval of Meeting Agenda For Approval - Presented by Ben Rempel	(2 mins)
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1:05 PM	4. Report of the Interim Chairperson For Report - Presented by Ben Rempel	(10 mins)
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5. MANAGEMENT REPORTS


1:15 PM	5.1. Report of the Interim President & CEO For Report - Presented by Stan Belevici, RCIC-IRB	(15 mins)
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5.2. Strategic Plan 2023-2025 - Progress Update
For Report

1:30 PM	5.3. Report: Professional Standards, Research, Education and Policy Department For Report - Presented by Beata Pawlowska	(5 mins)	
	 Report - Professional Standards, Research, Education and Policy Department.docx		56



1:35 PM	5.4. Report: Registration Department For Report - Presented by Cathy Pappas	(5 mins)	
	 Report - Registration Department.docx		59








1:40 PM	5.5. Report: Professional Conduct Department For Report - Presented by Laura Halbert	(5 mins)	
	 Report - Professional Conduct Department.docx		61












1:45 PM	5.6. Report: Communications and Stakeholder Relations Department For Report - Presented by Jessica Freeman	(5 mins)	
	 Report - Communications and Stakeholder Relations Department.docx		63

1:50 PM	5.7. Report: Chief Operating Officer For Report	(10 mins)	
	 Report - Chief Operating Officer.docx		65

6. SUSTAINABILITY

2:00 PM	6.1. Review of Unaudited Financial Results for year ended June 30, 2025 For Discussion - Presented by Tim D'Souza	(20 mins)	
	 Review of Unaudited Financial Results for year ended June 30, 2025 - Memo.docx		69
	 Review of Unaudited Financial Results for year ended June 30, 2025.docx		70



2:20 PM	6.2. Risk Mitigation Register For Discussion - Presented by Tim D'Souza	(10 mins)	
	 Risk Mitigation Register.docx		73
2:30 PM	6.3. Financial Review - College Portal Development For Discussion - Presented by Tim D'Souza	(10 mins)	
	 Financial Review - College Portal Development.docx		85
2:40 PM	7. BREAK	(10 mins)	
	8. GOVERNANCE		
2:50 PM	8.1. Review Draft By-Laws For Approval - Presented by Richard Dennis, RCIC	(15 mins)	
	 Review Draft By-laws.docx		88
	8.2. By-law No. 6 - Committees		
	 By-law No. 6 - Committees.docx		90
	8.3. By-law No. 8 - Conflict of Interest of Directors and Committee Members		
	 By-law No. 8 - Conflict of Interest of Directors and Committee Members.docx		95
3:05 PM	8.4. Terms of Reference - Corporate Secretary For Approval - Presented by Richard Dennis, RCIC	(5 mins)	
	 Terms of Reference - Corporate Secretary - Memo.docx		101
	 Terms of Reference - Corporate Secretary.docx		103

3:10 PM	8.5. Board Development and Education Plan (5 mins) For Discussion - Presented by Richard Dennis, RCIC	
	 Board Development and Education Plan - Memo.docx	108
	 Board Education and Development Plan.docx	110
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3:15 PM	8.6. Approval of Annual General Meeting Details (10 mins) For Approval - Presented by Richard Dennis, RCIC	
	 Approval of Annual General Meeting Details - Memo.docx	117
	 Information Circular.docx	121
	 Form of Proxy.docx	134
	 Order of Events.docx	137
	 Draft Meeting Agenda.docx	138
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3:25 PM	8.7. Draft Annual Report 2025 (5 mins) For Approval - Presented by Richard Dennis, RCIC	
	 Draft Annual Report 2025 - Memo.docx	140
	 Draft Annual Report 2025.pdf	142
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3:30 PM	8.8. Results of the survey regarding Convene (10 mins) For Approval - Presented by Richard Dennis, RCIC	
	 Results of the survey regarding Convene.docx	182
	 Convene Portal Evaluation.docx	185
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	9. GENERAL INFORMATION	
	For Reference - Presented by Ben Rempel	
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3:40 PM 9.1. Board of Directors Meeting - Approval of Audited Financial Statements (2 mins)
 Dates: October 21, 2025
 Location: Virtual

Board of Directors Meeting & Annual General Meeting
 Dates: November 27, 2025
 Location: Calgary, AB

3:42 PM 9.2. Schedule of Board and Committee Meetings (5 mins)
 For Discussion - Presented by Victoria Rumble

 Schedule of Board and Committee meetings - Memo.docx 188
 Schedule of Board and Committee Meetings.docx 189

IN CAMERA SESSION - MEETING CLOSED TO PUBLIC
 Presented by Ben Rempel

3:47 PM 10. Termination (2 mins)
 For Approval - Presented by Ben Rempel

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

Board of Directors:

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

Ministerial Observer:

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

Management:

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

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

Absent

Tim D'Souza

** Via Teleconference*

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

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

a) Land Acknowledgement

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

b) Introduction

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

c) Conflict of Interest Declaration

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

2. APPROVAL OF CONSENT AGENDA

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

Moved by Normand Beaudry, seconded by Marty Baram:

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

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

CARRIED

3. APPROVAL OF MEETING AGENDA

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

Moved by Richard Dennis, seconded by Jennifer Henry:

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

CARRIED

4. REPORT OF THE CHAIRPERSON

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

5. MANAGEMENT REPORTS

5.1 REPORT OF THE CEO

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

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

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

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

5.1.1 STRATEGIC PLAN 2023-2025 - PROGRESS UPDATE

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

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

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

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

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

The Chairperson thanked John Murray for his report.

5.2 – 5.6 MANAGEMENT REPORTS

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

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

5.2.1 LICENSEE COMPETENCY FRAMEWORK:

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

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

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

Cathy Pappas indicated that a visual flow chart outlining changes resulting from new By-laws and Regulations would be provided once the By-laws are finalized. Responding to a

Board inquiry, Cathy Pappas acknowledged that while some iMIS issues persist, overall incident reporting has decreased. She mentioned that report generation continues to require IT support.

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

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

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

Moved by Ben Rempel, seconded by Normand Beaudry:

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

CARRIED

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

Equity and Inclusion strategic initiative forward. He provided a list of Access to Information Act and Privacy Act requests received and responded to by the College, noting that such requests required complex and detailed work by College staff to satisfy. He concluded with acknowledging the efficiencies being created in the College portal.

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

The Chairperson thanked the management team for their reports.

6. SUSTAINABILITY

6.1 REPORT OF THE FINANCE AND AUDIT COMMITTEE

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

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

The Chairperson thanked Marty Baram for his report.

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

The Chairperson called upon Marty Baram to report.

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

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

In response, management confirmed that a comprehensive review of College operations had identified immediate cost-saving measures without any risks to Strategic Plan initiatives. There was a discussion about potentially increasing licensing fees which remain unchanged since 2011. Management advised they had enlisted an actuarial to assist with compensation fund modeling.

CONSULTING EXPENDITURES BREAKDOWN

This item was not discussed during the meeting.

The Chairperson thanked Marty Baram for his report.

6.3 DRAFT BUDGET FOR FISCAL 2026

The Chairperson called upon Marty Baram to report.

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

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

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

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

Moved by Marty Baram, seconded by Jennifer Henry:

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

CARRIED

The Chairperson thanked Marty Baram for his report.

6.4 AUDITOR ENGAGEMENT AND REMUNERATION

The Chairperson called upon Marty Baram to report.

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

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

Moved by Marty Baram, seconded by John Burke:

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

CARRIED

The Chairperson thanked Marty Baram for his report.

6.5 RISK MITIGATION REGISTER

The Chairperson called upon Marty Baram to report.

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

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

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

The Chairperson thanked Marty Baram for his report.

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

8. GOVERNANCE

8.1 REPORT OF THE GOVERNANCE AND NOMINATING COMMITTEE

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

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

The Chairperson thanked Ben Rempel for his report.

8.3 APPROVAL OF DRAFT BY-LAWS

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

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

Moved by Ben Rempel, seconded by Richard Dennis:

BE IT RESOLVED THAT

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

By-law No. 3 – Fees and Licensing

By-law No. 4 – Licensees

By-law No. 5 – Firms

in substantially the form recommended by the GNC; and

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

By-law No. 7 – Compliance

By-law No. 9 – Professional Conduct

By-law No. 10 – Compensation Fund

in substantially the form reviewed by the Board;

be and is hereby approved; and

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

CARRIED

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

The Chairperson thanked Ben Rempel for his report.

RESOLUTION – CORPORATE SECRETARY

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

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

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

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

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

Moved by Ben Rempel, seconded by Normand Beaudry:

BE IT RESOLVED THAT

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

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

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

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

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

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

Dissenting: John Burke

CARRIED

The Chairperson thanked Ben Rempel for his report.

8.4 BOARD OF DIRECTORS SKILLS AND PROFICIENCY

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

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

The Chairperson thanked Ben Rempel for his report.

8.5 APPROVAL OF LICENSEE COMPETENCY FRAMEWORK

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

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

Moved by Ben Rempel, seconded by Marty Baram:

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

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

- For Regulated Canadian Immigration Consultants (RCICs):
 - o Additions:
 - 1.4.4: Demonstrates knowledge of the Labour Market Impact Assessment application process.
 - 1.7.9: Demonstrates knowledge of the Canada Border Services Agency

(CBSA) role and procedures as they relate to immigration.

- 4.1.5: Recognizes personal limitations and seeks support when necessary.
- 6.5.7: Treats all clients in a professional manner while upholding standards, regardless of the costs associated with the client's case.

o Removals:

- 3.1.3, 4.2.2, 4.4.2, 7.2.2, 7.2.6, 7.3.2 (detailed descriptions as outlined in the report).

• For Regulated International Student Immigration Advisors (RISIAs):

o Addition:

- 1.4.4: Demonstrates an understanding of the International Student Program's relationship to other classes of temporary and permanent immigration.

- 2.2.6 Explains the potential consequences of breaching study permit requirements.

o Removals:

- 1.5.1, 1.8.1, 4.1.1, 5.1.3, 5.1.5, 5.1.6, 7.4.6 (detailed descriptions as outlined in the report).

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

CARRIED

The Chairperson thanked Ben Rempel for his report.

8.6 BOARD COMMITTEE TERMS OF REFERENCE

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

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

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

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

Moved by Ben Rempel, seconded by Richard Dennis:

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

CARRIED

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

CARRIED

The Chairperson thanked Ben Rempel for his report.

8.7 BOARD DEVELOPMENT AND EDUCATION PLAN

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

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

The Chairperson thanked Ben Rempel for his report.

9. NEXT MEETING AND TERMINATION

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

MEETING CLOSED TO THE PUBLIC (IN CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Marty Baram, seconded by Normand Beaudry:

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

IN CAMERA SESSION – BOARD DISCUSSION

IN CAMERA SESSION MOTIONS

On a motion duly made, seconded and carried

BE IT RESOLVED THAT

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

CARRIED

TERMINATION

On a motion duly made, seconded and carried.

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

CARRIED

Stan Belevici, RCIC-IRB
Chairperson

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

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

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

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

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

COMMITTEE REPORT

To:	Board of Directors
Meeting Date:	Thursday, September 25, 2025
Consent Agenda Item #:	B - Report of the Finance and Audit Committee
Subject:	Meeting Summary
Key Contact:	Nithiya Paheerathan, Coordinator, Board Administration
Action Required:	<i>For information</i>

THIS SUMMARY OF THE MEETING WAS PREPARED BY NITHIYA PAHEERATHAN:

MEETING DATE (S)

- Thursday, September 11, 2025

ITEMS CONSIDERED

Consent Agenda

- The Compliance Certificate as at June 30, 2025, confirmed that no items of non-compliance were identified.
- Investment Results for the period ended June 30, 2025, show returns consistent with expectations. No concerns with the investment results were noted.
- Management will conduct its Auditor Annual Evaluation Questionnaire and provide the results.

Review of Financial Results for period ended June 30, 2025

Management presented the financial results for the period ended June 30, 2025, providing an overview of the organization's financial performance. The presentation focused on a comparison of actual results versus the approved budget, highlighting key variances and underlying drivers.

The Committee expressed satisfaction with the minimal variance between actual and forecasted expenses, though overall expenses increased due to strategic initiatives, compliance measures, and the decision to bring certain services in-house rather than rely on consultants. The Committee evaluated alternative fee payment arrangements, such as charging back merchant fees or adopting e-transfers, but management noted challenges with reconciliation and credit card safeguards. Management will continue to assess these alternatives and report on their feasibility, including potential benefits and risks.

The Committee acknowledged and appreciated management's efforts in expense containment and effective financial stewardship.

Financial Review – College Portal Development

Management reported that the college developed its portal on the iMIS platform to consolidate data from multiple systems into a unified solution. The project's complexity stemmed from integrating information across various platforms while meeting specific regulatory compliance requirements. Initially budgeted at \$9.7 million, the total expenditure is now projected to reach \$11 million due to delays and the need for additional development work.

This escalation in cost has raised significant concern among the Committee, particularly as they felt the extent of the overruns should not have been overlooked.

Review Risk Mitigation Register

The Committee reviewed the Risk Mitigation Register and noted the color coding was refined to improve readability. Management reported that the rise in complaint volumes was primarily attributed to the significant increase in the number of licensees and the corresponding demands on the compensation fund. Despite these developments, the overall assessment reflects that the highest identified risk remains in the medium range on the risk scale of 25.

Compensation Fund

Management engaged actuaries to prepare a report on the Compensation Fund, which analyzed potential claims exposures and financial implications. The actuaries noted that claims were influenced by both frequency and severity and, given past discipline committee practices, conservatively assumed no recoveries from licensees. They recommended establishing the fund at \$7,000 initially, monitoring its performance, and positioning it as a first-resort mechanism for addressing only the most serious cases. Concerns were raised about the fund's 60% coverage rate and its vulnerability to catastrophic claims. To mitigate these risks, the Committee considered obtaining insurance and discussed raising the coverage cap to \$10,000, with a plan to revisit the issue as more data becomes available.

The Committee recommended seeking clarification on the feasibility and cost of securing stop-loss insurance and requested that actuaries model the potential impact of various inflows—such as recoveries, penalties, premium charges, and investment returns—on the fund's long-term sustainability. It was agreed that the discussion would be revisited once this additional analysis is available, with the goal of reaching a consensus.

MATTERS ARISING IN CURRENT MEETING

- None

RESOLUTIONS PASSED

- **THAT** FAC consider the report of Dion Strategic Consulting Group and recommend the amount of “per claim cap” on payment in respect of eligible claims from the Compensation Fund to be established by the College pursuant to s.13 of the College Act, such amount to be included in the College By-laws.

REQUESTED ACTION

Items requiring discussion or Board approval are included in Section 6 of the Board agenda:

- Review of Financial Results for period ended June 30, 2025
 - Unaudited Financial Report for year ended June 30, 2025
- Risk Mitigation Register
- Financial Review – College Portal Development

PRIORITIES/NEXT STEPS

1. Investment Policy
2. Reserve Funds Policy
3. Review of Audited Financial Statements Fiscal Year 2025

FUTURE MEETING(S)

The next Committee meeting will be held on October 7, 2025

COMMITTEE REPORT

To:	Board of Directors
Meeting Date:	Thursday, September 25, 2025
Consent Agenda Item #:	C – Report of the Governance and Nominating Committee
Subject:	Meeting Summary
Key Contact:	Ben Rempel, Interim Chairperson, Board of Directors
Action Required:	<i>For information</i>

MEETING DATE (S)

The Governance and Nominating Committee (GNC) met on July 24, 2025

ITEMS CONSIDERED

College Annual Report 2025

The Committee reviewed the revised 2025 Annual Report, incorporating feedback from GNC. The inclusion of testimonials was discussed; however, management reported that legal counsel advised against their inclusion due to potential risks related to Professional Conduct matters.

The Committee expressed concern that the report indicated that 60% of Professional Conduct cases remain open, which could invite criticism. Management acknowledged and committed to verifying the data.

Review of Draft By-laws

The Committee reviewed Draft By-laws updated to incorporate Board of Directors feedback.

By-law 6 Committees

The Committee reviewed the proposed draft By-law No. 6, noting the expanded definitions of standing and regulatory Committees, the revised provisions outlining the Board's authority related to Committees, mandates and the reporting obligations for regulatory Committees.

By-law 8 Conflict of Interest of Directors and Committee Members

The Committee reviewed the proposed draft of By-law No. 8, noting the expanded definitions of conflict of interest, clarification of the process for declaration and disclosure, and the obligations for recusal to support transparency. GNC suggested a revision regarding the acceptance of gifts.

The Committee recommended that the revised By-laws be submitted to the Board of Directors for approval at the September Board of Directors meeting.

Terms of Reference

Tribunal Committee

The Committee noted that the Terms of Reference for the Regulatory Committee are not subject to annual review, as they are defined and governed by the enabling Act, associated Regulations, and the organization's By-laws.

Corporate Secretary

The Committee reviewed the proposed Terms of Reference for the Corporate Secretary in camera and agreed to circulate a revised version electronically for approval. The revised version was subsequently approved by the Committee. GNC recommends approval by the Board of Directors at the September Board meeting.

Board Development and Education Plan

The Committee reviewed the objectives and associated costs of previous development sessions and discussed the proposed objectives for the upcoming session in September 2025.

Tribunal Appointment Request

The Committee reviewed the proposed appointment of a new bilingual Chairperson to the Tribunal Committee. Following a review of the candidate's resume, the Committee recommended the appointment for approval by the Board at the September meeting.

The Committee also discussed the importance of establishing a formal process for verifying bilingual proficiency as a part of future appointment considerations.

Annual General Meeting

The Committee reviewed the documentation for the 2025 Annual General Meeting and recommended that the Board approve the proposed Record Date at the September Board meeting. The documentation included:

- Information Circular
- Form of Proxy
- Order of Events
- Draft Meeting Agenda

MATTERS ARISING IN CURRENT MEETING

- The Committee discussed the legal opinion on including testimonials in future Annual Reports.
- The Committee explored developing a process for verifying bilingual proficiency.

RESOLUTIONS PASSED

- **THAT** By-law No 6. Committees, in substantially the form as amended, be and is hereby recommended to the Board of Directors for approval.
- **THAT** GNC recommends By-law No. 8 Conflict of Interest for Directors and Committee Members, in substantially the form as amended, be and is hereby recommended to the Board of Directors for approval.
- **THAT** the GNC recommends the approval of the proposed appointment of Kathleen Gowanlock to the Tribunal Committee with immediate effect at the Board meeting of September 2025.
- **THAT** the GNC recommends that the Board of Directors approve the licensee AGM package to include the following:
 - Information Circular
 - Order of events
 - Proxy Form
 - Meeting Agenda
- **THAT** recommends the Board of Directors instruct management to issue the official Notice of Meeting to all licensees on October 28, 2025.

REQUESTED ACTION

Items requiring discussion or Board approval are included in Section 8 of the Board agenda:

- Approval of Draft By-laws
- Tribunal Appointment
- Terms of Reference – Corporate Secretary
- Board Development and Education Plan
- Approval of Annual General Meeting Details
- Draft Annual Report 2025
- Results of Convene Survey

PRIORITIES/NEXT STEPS

1. Continue the review and development of By-laws 1, 2.
2. Assess the potential engagement of a third-party presenter for the November Board meeting.
3. Development of Terms of Reference for the ICRO.

FUTURE MEETING(S)

The next regular Committee meeting will be held on October 16, 2025.

COMMITTEE REPORT

To:	Board of Directors
Meeting Date:	Thursday, September 25, 2025
Consent Agenda Item	D - Report of the Human Resources Committee
Subject:	Meeting Summary
Key Contact:	Stan Belevici, Chairperson, Human Resources Committee
Action Required:	<i>For information</i>
MEETING DATE (S) The Human Resources Committee (HRC) met on:	
<ul style="list-style-type: none"> • August 7, 2025 • September 16, 2025 	
ITEMS CONSIDERED	
<u>Consent Agenda</u> <ul style="list-style-type: none"> • The Compliance Certificate as at June 30, 2025, confirmed that no items of non-compliance were identified. 	
<u>2025/26 HR Committee Workplan Review</u> The Committee agreed to revise the workplan to better align with organizational priorities. Future meetings will include dedicated blocks for policy review, organized thematically. The workplan will be updated to schedule the annual CEO goal-setting discussion during the September meeting to align with the fiscal year.	
<u>Human Resources Policy Framework</u> John Murray and Michelle Katzin presented a framework of 15 College HR policies, all reviewed by legal counsel. It was noted that some policies may not apply to Board members; the Committee recommended the Governance and Nominating Committee (GNC) explore the need for Board-specific policies on issues such as harassment, violence, and discrimination.	
<u>Policy Reviews</u> Michelle Katzin presented three key HR policies: <ul style="list-style-type: none"> • Accessibility Policy Overview provided, including reporting and record-keeping obligations. • Accommodation Policy Discussed current practices and the absence of formal accommodation requests. The 	

Committee inquired about data tracking related to employees with disabilities and related reporting obligations.

- Workplace Harassment, Violence, and Discrimination Prevention Policy
- The Committee raised concerns regarding lack of clarity when complaints involve the CEO. The Committee recommended:
- All complaints involving the CEO must be reported to the Board Chairperson.
 - A revised policy should define:
 - Reporting process
 - Investigation oversight
 - HR's limited objectivity due to reporting to the CEO was acknowledged.
 - Management emphasized the need-to-know principle and confidentiality.

The Committee requested a revised policy be brought forward at a future meeting.

Organizational Chart

The Committee reviewed the Organizational Chart and requested a revision to show a solid reporting line from John Murray to Russ Harrington.

Diversity, Equity, and Inclusion (DEI) Update

Michelle Katzin provided a brief update. Due to time constraints, the full DEI presentation was circulated post-meeting, with members invited to contact Michelle directly for discussion.

In Camera

The Committee met in camera to discuss

- CEO Draft Self Assessment of 2025 goals
- 360 Degree Performance Review feedback
- CEO Contract Legal Review Update
- CEO Succession Planning Update
- CEO Draft 2026 goals

MATTERS ARISING IN CURRENT MEETING

- Matters of In Camera

RESOLUTIONS PASSED

- **THAT** the Chairperson is authorized to select and engage a vendor to perform a 360 review of the CEO

REQUESTED ACTION

Items requiring discussion or Board approval are included in the In-Camera portion of the Agenda

PRIORITIES/NEXT STEPS

1. Continue the review of Human Resources Policies

FUTURE MEETING(S)

The next regular Committee meeting will be held on November 6, 2025.

Independent Complaints Review Officer's QUARTERLY REPORT

April 1, 2025 to June 30, 2025

August 11, 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 second quarter of 2025, the period from April 1, 2025 to June 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

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

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.

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 introduces a new chart that keeps track not just of the Current Period statistics, but includes statistics from prior quarterly reports since this ICRO started.

While the second quarter of 2025 remained busy, the number of requests for review for the Current Period's quarter dropped to 8, from a high last quarter of 14 requests for review.

Quarter ²	Requests for Review Received by ICRO	Reviews Concluded	Active Reviews (as of June 30, 2025)
Current Period 2nd, 2025	8	8	2
Prior Quarterly Report Statistics			
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

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.

1 st , 2023 ⁸	3	2	1
1 st , 2023 ⁹	1	3	0
4 th , 2022 ¹⁰	4	2	1

ICRO decisions are expected to be rendered within 30 days receipt of a request for review. Two of the completed requests for review for this Current Period were concluded after the 30-day period, due to the ICRO's 3-week vacation (May 13 to June 3). Four of the reviews concluded were received in the previous quarter.

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.

Eight new requests for review were received during this Current Period, and eight reviews were concluded. There were two active reviews at the end of the Current Period.¹¹

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:

- College File No:** CD.2024.737266
Review Acknowledged by ICRO: March 14, 2025
Matter Closed by ICRO: April 14, 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. In this case, it involved remedial action through the Voluntary Resolution

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.

¹¹ As of the date of this Quarterly Report, all the active reviews from the Current Period have been completed.

Program (VRP) for certain issues, a Caution over another issue, and guidance to the Licensee about not taking on certain matters not in relation to the provision of immigration or citizenship consulting services. A recommendation was made that the College ensure that their closing letters be consistent in advising complainants that the College monitors VRP resolutions to ensure compliance.

2. College File No: CD.2024.761959

Review Acknowledged by ICRO: March 14, 2025

Matter Closed by ICRO: April 14, 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.

3. College File No: CD.2024.756778-1 and CD.2024.756778-2

Review Acknowledged by ICRO: March 14, 2025

Matter Closed by ICRO: April 17, 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.2024.827890

Review Acknowledged by ICRO: March 27, 2025¹²

Matter Closed by ICRO: April 14, 2025

Disposition: The decision of the College was confirmed. This was an unusual second request for review on the same file, which asked for clarification on a single question: whether or not the Licensee had done something in a work permit application. The matter was referred back to the College to answer this one question.

5. College File No: CD.2021.531

Review Acknowledged by ICRO: April 4, 2025

Matter Closed by ICRO: May 2, 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 decision of the College to close this Complaint with guidance offered to the Licensee.

¹² The Complaint was originally received on March 14, 2025, but further information was sought from the College. That information was received March 27, 2025.

- 6. College File No:** CD.2024.850286
Review Acknowledged by ICRO: April 21, 2025
Matter Closed by ICRO: June 13, 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 decision to of the Complaints Committee to issue a Caution to the Licensee and close the file.

- 7. College File No:** CD.2024.730026 (French) Review Acknowledged by ICRO: April 21, 2025
Matter Closed by ICRO: June 13, 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 College's decision not to take further action on the Complaint beyond providing guidance and advice to the Licensee.

-
- 8. College File No:** CD.2024.700525
Review Acknowledged by ICRO: May 12, 2025
Matter Closed by ICRO: June 23, 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 College's decision not to take further action on the Complaint beyond providing guidance to the Licensee.

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. The College 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 noted above, the second quarter of 2025 slowed from the record number of requests for review from the first quarter of 2025, which was the busiest quarter since this ICRO started handling requests for review in September 2022. To help get a perspective on the number of requests for review received and reviews completed, the new chart format shows a historical overview of statistics since I started as ICRO.

In general, the College's handling of complaints has proceeded with procedural fairness.

As described in the “Summary of Disposition of Reviews by ICRO”, there were two recommendations made this Current Period. The first is relatively minor, but helps in increasing complainant awareness of the continuing work of the College. The second is aimed at directing complainants to other resources or remedies, and further prevent any misunderstanding of the role of the College giving rise to frustration on the part of the complainant.

Conclusion

The ICRO's decisions and recommendations are made in the spirit of ensuring protection of the public interest mandate, and helping the College fulfil its regulatory mandate.

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 public and individual complainants to make complaints about licensees who fail to comply with their code of professional conduct or fall below standards of competence.

However, as noted in one of my recommendations above, complainants may also misunderstand the role of the College. Making the regulatory role of the College more clear, while at the same time emphasizing the importance of the role of complainants in supporting the College's mandate, is critical to keeping the public confidence.

The independence of the ICRO in this request for review process is also crucial to holding the College accountable for its complaint handling processes and procedures. This is partly accomplished through the ICRO's recommendations, identifying to the College areas of possible improvement in the complaints handling process, but also areas where the College could engage better with the complainants and the public.

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

Dated this August 11, 2025.

Independent Complaints Review Officer



King Hum (she/her/elle), ICRO

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RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Consent Agenda Item #:	F – Confirmation of the Authorized Signing Officers
Subject:	Confirmation of the Authorized Signing Officers
Key Contact:	Ben Rempel, Interim Chairperson, Board of Directors
Action Required:	<i>For Approval</i>

PURPOSE

The designation of Authorized Signing Officers is being revised to reflect the current organizational structure.

BACKGROUND

Authorized signing officers are individuals empowered by an organization to sign contracts, agreements, and other binding documents on its behalf, ensuring these documents are legally valid and enforceable.

ANALYSIS

The Authorized Signing Officers list is hereby amended to remove John Murray, President & Chief Executive Officer; Russ Harrington, Chief Operating Officer; and Chris Langlois, Associate Director, Strategic Initiatives, as Authorized Signing Officers of the College. Concurrently, Ben Rempel, Interim Chairperson of the Board of Directors, is added as an Authorized Signing Officer.

This amendment is made to reflect the duties of Ben Rempel, which necessitate his inclusion as an Authorized Signing Officer for banking and related financial purposes on behalf of the College.

The following persons be and are hereby confirmed as the Authorized Signing Officers of the College:

- Stanislav Belevici – Interim President & Chief Executive Officer
- Ben Rempel, Interim Chairperson of the Board of Directors
- Joyce Chow Ng – Controller
- Fiona Damani – Assistant Controller

RECOMMENDATION

It is recommended that the Board of Directors approve Authorized Signing Officer effective immediately.

POTENTIAL RISK(S)

1. Operational Disruption

Risk: Delays in processing time-sensitive regulatory matters such as:

- Former employees may still be able to authorize transactions
- Financial institutions rely on authorized signatory list to verify legitimacy
- Delays in approval of contracts
- Contracts signed by unauthorized signatory are unenforceable

Mitigation:

- Approval of updated signing authority

RESOLUTION

BE IT RESOLVED THAT the Board of Directors is asked to approve the amended Confirmation of the Authorized Signing Officers in substantially the form attached hereto, be and is hereby approved with immediate effect.

NEXT STEPS

- Inform new appointees
- Update all forms of communication with new officers

APPENDICES

- Confirmation of Authorized Signing Officers

CONFIRMATION OF AUTHORIZED SIGNING OFFICERS

I, Victoria Rumble (the undersigned) being the Corporate Secretary of the College of Immigration and Citizenship Consultants (the College) do hereby certify that the persons named below do hold the position set forth opposite his/her name with the College and the signature appearing opposite each person's name is the true signature of such person.

	Name	Position	Signature
1.	Stanislav Belevici	Interim President & Chief Executive Officer	
2.	Ben Rempel	Interim Chairperson of the Board of Directors	
3.	Joyce Chow Ng	Controller	
4.	Fiona Damani	Assistant Controller	

This document replaces and supersedes any prior certification and will remain in effect for the next 12 months or until such earlier time as a change in position occurs.

Signed at: _____ this _____

day of _____ 2025.

Signed by: _____

Victoria Rumble
Corporate Secretary

CEO SUCCESSION PLAN

Terms of Reference

Version: 2025-001 Last Modified: Approved: []

Purpose

The purpose of the Chief Executive Officer (CEO) Succession Plan is to ensure organizational continuity and minimize operational disruption to the College in the event of a planned or unplanned absence of the CEO. This plan provides protocols to various scenarios of absence or transition to maintain effective leadership.

Scope

This plan applies to all situations in which the CEO of the College is:

Temporarily absent.

- a) planned absence wherein the CEO may or may not be reachable such as vacations or conference attendance.
- b) unplanned absence such as a sudden illness or personal emergency

Permanently unable to fulfill their role.

- c) planned succession such as known departure i.e. retirement.
- d) unplanned absence such as prolonged illness, unexpected resignation, death, or termination of employment.

Temporary Absence Scenarios

1. Planned Absence - Vacation

The CEO will provide written notice to the Chairperson at least 4 weeks prior to the planned absence. Notice will include the following:

- a) The name of the designated Acting CEO who will be granted limited decision-making authority to manage day-to-day operations.
- b) Whether the CEO will be fully or partially accessible during the absence.
- c) The communication protocol to be followed during the absence, including how and when the CEO can be contacted for urgent matters.

In circumstances where the CEO is unable to provide 4 weeks' notice due to unforeseen scheduling needs, the CEO will contact the Chairperson as soon as possible. In such cases, the Chairperson, in consultation with the CEO, will confirm

an Acting CEO and establish the appropriate delegation of authority and communication protocols.

2. Planned Absence - Conference

The CEO's participation in conferences shall be planned and budgeted annually as part of the College's operational budget. The following guidelines apply:

- a) Attendance at conferences must align with the strategic goals and professional development needs of the College.
- b) The CEO will prioritize conferences that offer clear value to the institution, such as those related to regulatory compliance, governance, or sector-specific innovation.
- c) The annual conference budget will cover reasonable expenses, including registration fees, travel, accommodation, in accordance with the College's Travel and Expense Policy.
- d) Any conference-related expenses that exceed the approved budget allocation must receive prior written approval from the Chairperson of the Board.

When the CEO plans to attend a conference that requires time away from regular duties, they will provide written notice to the Chairperson at least three 3 weeks in advance. The notice will include:

- a) Dates of the conference and anticipated absence from regular duties.
- b) The name of the designated Acting CEO who will be granted limited decision-making authority to manage day-to-day operations.
- c) Whether the CEO will be fully or partially accessible during this time.
- d) The communication protocol to be followed, including how and when the CEO can be contacted for urgent matters.

If a conference arises with less than 2 weeks' notice and was not previously identified in the budget, the CEO must inform the Chairperson withing 3 business days to ensure proper coverage and continuity.

Unplanned Absence Scenarios

1. Sudden Illness

In the event of a sudden illness that prevents the CEO from fulfilling their duties:

- a) The CEO, or the Corporate Secretary if the CEO is unable, shall notify the Chairperson of the Board as soon as reasonably possible.
- b) The Chairperson, in consultation with senior leadership will appoint an Acting CEO to assume day-to-day operational responsibilities.
- c) The Acting CEO will be granted temporary decision-making authority as defined by the Board or Chairperson, limited to routine operational matters unless otherwise specified.
- d) If the CEO is expected to return within a brief period (e.g., less than two weeks), a temporary coverage plan will be enacted whereby the Chairperson, in consultation with senior leadership will appoint an Acting CEO to assume day-to-day operational responsibilities.
- e) If the illness is prolonged or the expected duration is uncertain, the Chairperson will consult with the Board to determine whether a formal interim leadership arrangement is required.
- f) The Acting CEO will maintain regular communication with the Chairperson and provide updates on institutional operations during the CEO's absence.

2. Personal Emergency

In the event of a personal emergency that prevents the CEO from fulfilling their duties:

- a) Notification and delegation follow the same process as outlined in Sudden Illness.
- b) If the absence is prolonged, the Board may initiate further action as per Unplanned Succession procedures.

Permanent Absence Scenarios

1. Planned Succession - Retirement

In the event of a planned departure of the CEO—such as retirement, the acceptance of another position, or the decision not to renew a fixed term contract:

- a) The CEO shall provide written notice to the Chairperson of the Board as early as possible, but no less than 3 months in advance of their planned departure, unless otherwise agreed upon.
- b) Upon receipt of notice, the Board will establish a Succession Planning Workgroup which will consist of the Board Chairperson, Governance and Nominating Committee Chairperson and Human Resources Committee Chairperson. If any

individual holds more than one of these roles, an additional Board member shall be appointed by the Board to ensure the workgroup includes 3 distinct members.

- c) The Workgroup will develop and oversee a transition plan, which may include:
 - A search process for a new CEO (internal, external, or both).
 - Engagement of a recruitment firm if necessary.
 - Consultation with key stakeholders, including senior staff and relevant external partners.
 - Development of a timeline for recruitment, selection, and onboarding.
- d) The outgoing CEO may be asked to support the transition process by:
 - Providing operational briefings and documentation to assist in onboarding.
 - Participating in the training or orientation of the incoming CEO.
 - Remaining available for consultation for a defined period post-departure, if agreed upon.
- e) The Board Chairperson will ensure that all responsibilities are clearly delegated during the transition and that appropriate communication is provided to staff and stakeholders.

2. Unplanned Succession - Prolonged Illness, Unexpected Resignation or Death

If the CEO is unexpectedly and permanently unable to serve:

- a) The Chairperson of the Board will be notified within 3 days.
- b) The Chairperson, in consultation with the Board, will appoint an Interim or Acting CEO to assume executive responsibilities.
- c) The appointee may be selected from senior leadership or an external candidate, or Chairperson of the Board as a potential appointee, depending on the nature and anticipated duration of the vacancy.
- d) The Interim or Acting CEO will be granted the authority necessary to carry out day-to-day operations and critical decision-making, as defined by the Board.
- e) The Board will convene as soon as practicable to initiate a formal executive search process if the vacancy is expected to be long-term or permanent. This may include:
 - i. Establishing a Succession Planning Workgroup consisting of 3 members: Board Chairperson, Governance and Nominating Committee Chairperson and Human Resources Committee Chairperson. If any individual holds more than one of these roles, an additional Board member shall be appointed by the Board to ensure the workgroup includes three distinct members.

- ii. Engaging a recruitment firm to assist in the search, if appropriate.
 - iii. Communicating with internal and external stakeholders about the transition process and timelines.
- f) The Board will also ensure that risk mitigation strategies are in place during this period, including appropriate delegation of authority and regular oversight of College operations.

3. Termination of Employment

In the event that the CEO's employment is terminated by the Board—for any reason:

- a) The decision to remove the CEO must be made in accordance with the College's governance bylaws, relevant policies, and any applicable contractual or legal obligations.
- b) Upon removal, the Chairperson of the Board shall immediately inform the Board and initiate the Unplanned Succession procedures set out in Sections 2 of this CEO Succession Plan.
- c) An Acting or Interim CEO will be appointed by the Board to assume executive authority and manage day-to-day operations, with clearly defined scope and duration of authority.
- d) The Board will also activate the Succession Planning Workgroup, to begin the process of recruiting a permanent replacement.
- e) Internal and external communications regarding the leadership change will be coordinated by the Board to ensure transparency, maintain trust, and minimize disruption.
- f) The Board will take appropriate steps to secure institutional knowledge, protect organizational assets, and maintain continuity during the leadership transition.

Succession Planning Workgroup

The Terms of Reference for the Succession Planning Workgroup are attached as Appendix A to this Succession Plan

Review

The Human Resource Committee shall annually review this Succession Plan.

Effective Date

This Succession Plan was approved by the Board of Directors on [**September XX, 2025**, and are effective as of [**September XX, 2025**].

**Chairperson – Human Resources
Committee**

Chairperson – Board of Directors

SUCCESSION PLANNING WORKGROUP

Terms of Reference

Version: 2025-001 Last Modified: Approved: []

Purpose

The purpose of the Succession Planning Workgroup (the “Workgroup”) of the Board of Directors is to assist the Board of Directors to identify qualified candidates for the position of Chief Executive Officer for the College and recommend a suitable candidate for consideration by the Board of Directors.

Duties and Responsibilities

The following are the responsibilities and duties of the Succession Planning Workgroup.

1. The Workgroup shall review and select an executive search firm to assist in the Chief Executive Officer search process.
2. The Chairperson of the Board of Directors in collaboration with the Chairperson of the Finance and Audit Committee will develop a budget for the search process.
3. The Board Chairperson may approve a budget amount up and to a maximum of \$100K. Any costs will exceeding \$100k require approval by the Board of Directors.
4. The Workgroup will solicit input from each member of the Board of Directors and other key stakeholders to provide input to assist the College in building a candidate profile. The Workgroup will review and approve the search firms resulting candidate profile and job description.
5. The Workgroup with the assistance of the executive search firm will conduct a search to obtain the best-qualified candidates based on the approved profile.
6. The Workgroup will work with the executive search firm to short list and interview suitable candidates. The Workgroup will present three recommended candidates to the Human Resources Committee and one candidate to the Board of Directors for final approval.

7. The Workgroup will establish parameters of a potential compensation and benefits package and present to the Board of Directors for approval. The Workgroup will negotiate the compensation package on behalf of the College Board of Directors. The final compensation and benefits package will be voted on by the College's Board of Directors.
8. The Board Chairperson is authorized to sign the CEO candidate's employment contract on behalf of the College.
9. The Workgroup will work jointly with the CEO or any Acting Interim CEO as applicable and the newly hired CEO with regards to the timing and details of the announcement and communication of the name of the new hire to the College staff, stakeholders, and the public.
10. The Working Group Chair will provide regular updates to the Board of Directors including but not limited to:
 - a) Progress of search activities
 - b) decision on candidates to bring forward to the short list to interview.
 - c) feedback and votes on the interviews of the short list candidates.
 - d) decision on top candidates moving forward to the final stages.
 - e) feedback and votes on the interviews of the top candidates
 - f) decision on the final candidate before a job offer is made.
11. The Working Group shall inform the Board of any material risks, challenges, or issues that the Board should be made aware of.

Other Responsibilities

Undertake any matters that, in the Workgroup discretion, fall within its mandate or are delegated to it by the Board.

Authority, Decision-Making, and Reporting

The Workgroup has the authority required to carry out the functions set out in the "Duties and Responsibilities."

1. The Workgroup shall report its recommendations to the Board of Directors through written reports.
2. Written reports on the Workgroup's activities shall be submitted to the Board at the next scheduled Board meeting following each Workgroup meeting.
3. The Workgroup shall fulfill its responsibilities within the context of the following principles:
 - a) Workgroup members will act in accordance with applicable Board policies.

- b) Workgroup members are expected to communicate among themselves in a direct, open, and professional manner.
- 4. Decisions will be made by consensus unless consensus cannot be reached in which case decisions will be made by a majority vote.
- 5. Workgroup decisions will be made in accordance with the following principles of good governance:
 - a) Openness in decision-making and actions.
 - b) Integrity based on honesty and objectivity; and
 - c) Accountability for stewardship and performance.

Composition

The Workgroup shall consist of a minimum of 3 members.

- a) Board Chairperson, Governance and Nominating Committee Chairperson and Human Resources Committee Chairperson. If any individual holds more than one of these roles, an additional Board member shall be appointed by the Board to ensure the workgroup includes three distinct members.
- b) The Working Group will select a Chairperson and a Vice-Chairperson.
- c) In the absence of the Working Group Chairperson at any meeting or process of the Vice-Chairperson, shall assume the duties of the Chairperson.
- d) The Working Group may, from time to time, invite guests to attend meetings. Invited guests may participate in discussions but shall have no voting rights.
- e) Working Group members serve at the pleasure of the Board and may be removed from their position at any time, with or without cause, by resolution of the Board.

The Workgroup may request members of management, staff, or other individuals with relevant expertise to attend meetings and provide information, advice, or clarification as necessary to support the Workgroup in fulfilling its responsibilities.

The Corporate Secretary shall be appointed as the recording secretary who shall take minutes and assist in coordinating meetings and materials for the Working Group.

The Working Group shall convene as necessary to fulfill the responsibilities. Meetings may be called by the Working Group Chairperson, or upon the request of any 2 Working Group members.

Quorum shall be a majority of the voting members of the Workgroup. Each voting

member will be entitled to 1 vote, and the Working Group Chairperson will not have a second or cast vote in the case of an equality of votes. A tied vote is a failed vote.

In Camera Meetings:

Workgroup members may, at their discretion, meet in a private session without staff members present, in accordance with applicable College governance policies.

Review

The Working Group shall review these Terms of Reference and assess its own effectiveness in terms of ability to fulfil its purpose.

Effective Date

These Terms of Reference were approved by the Board of Directors on *insert date* **and** are effective as of *insert date*.

Stan Belevici, RCIC-IRB
Chairperson – Board of Directors

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Consent Agenda Item:	H – Tribunal Appointment
Subject:	Appointment of Bilingual Vice Chairperson
Key Contact:	Ben Rempel, Interim Chairperson, Board of Directors
Action Required:	<i>For Discussion and Approval</i>

PURPOSE

This report seeks the Board of Directors approval of the recommendation by the Governance and Nominating Committee (GNC) for the appointment of Kathleen Gowanlock to the Tribunal Committee.

BACKGROUND

The Tribunal Committee render decisions on professional conduct and licensing matters. Their members are appointed by the Board of Directors on an annual basis. In December 2024, one of the College's two bilingual Vice Chairpersons notified staff of their intention to resign from the Tribunal. Management commenced a recruitment process for the replacement of this position.

The Tribunal Chairperson, the remaining bilingual Vice Chairperson, and the Tribunal Manager, interviewed several candidates. The interview was conducted in both English and French. The interview panel selected Kathleen Gowanlock as the best candidate.

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, Fitness to Practice 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 including presiding over the panels and drafting decisions.

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).

With the resignation of one of our bilingual Vice Chairpersons, that leaves the Tribunal with one active bilingual Vice Chairperson. We feel it is necessary to have at least two bilingual Vice Chairpersons to ensure adequate coverage for French hearings and to ensure no conflicts will impede or delay hearings from running efficiently.

RECOMMENDATION

It is the recommendation of the GNC that the Board of Directors approve the appointment of Kathleen Gowanlock to the Tribunal Committee.

POTENTIAL RISK(S)

1. Insufficient Resources to Chair a Bilingual Hearing or Motion

Risk: There is a risk that if a replacement Bilingual member is not appointed, there could be delays in the hearing of French matters.

Mitigation: Appointing a replacement bilingual member addresses this risk.

RESOLUTION

BE IT RESOLVED THAT the Board of Directors approve the appointment of Kathleen Gowanlock to the Tribunal Committee with immediate effect.

NEXT STEPS

Upon approval by the Board of Directors, Kathleen Gowanlock will be informed of her successful appointment after which she will receive orientation to the Tribunal Committee.

APPENDICES

Resume of Kathleen Gowanlock

KATHLEEN GOWANLOCK

GENERAL COUNSEL AND ADJUDICATOR

OBJECTIVE

To assume a leadership role while applying legal skills and knowledge.

EXPERIENCE

1991-2015 Sole practitioner OTTAWA, ON
General Counsel and Litigator

- Broad litigation experience including criminal, civil and administrative litigation.
- Significant advocacy experience before Ontario Court of Justice, Ontario Review Board, Provincial Offences Court, Consent and Capacity Board. Experience before Superior Court of Ontario. Participated on Family, Criminal, Youth Court, Mental Health Duty Counsel panels in Ottawa and Renfrew County from 1991 to 2004.
- Participated in various office share arrangements, including other sole practitioners and a 15 lawyer firm.
- Service provided in English and French.
- Appointed to Legal Aid Ontario O'Connor Panel in 2000. Provided representation to complainants/witnesses in third party records applications in sexual assault prosecutions.
- Appointed member to Council of Association of Ontario Land Surveyors by Order-in-Council in 2013. Re-appointed 2016. Council governs the Association and regulates the profession. Past service on Fees Mediation Committee, Registration Committee, Discipline Committee. Chaired Discipline Hearing into professional misconduct allegations involving multiple complainants over a decade.
- Appointed Presiding Member to Consent and Capacity Board by Order-in-Council in 2015. Re-appointed 2017. Designated Senior Lawyer in 2017. Adjudicated applications under *Mental Health Act* and the *Health Care Consent Act*. Hearings conducted throughout Eastern Ontario including Millhaven Penitentiary (Secure Treatment Unit).
- 2019-2024 Governor-in-Council Appointment to Parole Board of Canada as Board Member. Completed significant training in parole law, cultural awareness, gender sensitivity, criminogenic risk factors, programming (rehabilitation) and actuarial risk assessment. Conduct day and full parole hearings, post suspension hearings, Elder assisted hearings, establish statutory release special conditions, issue detention orders and review Charter compliance of Long Term Supervision

Orders and Dangerous Offender sentences. This is an onerous role requiring independent and collaborative decision-making within tight timeframes. High levels of public scrutiny.

2010-2015 LawAssist Canada Inc. OTTAWA, ON
Contract legal services to Morneau Shepell

- Summary legal advice to employee assistance plan beneficiaries in Ontario and Quebec.
- General legal advice including family, criminal, human rights, civil litigation, contracts, privacy, consumer rights and employment.
- Crisis intervention/legal guidance within tight timeframes and high volumes.

2003-2007 Ministry of the Attorney General OTTAWA, ON
CORNWALL, ON

Contract legal services

- Prosecution of all matters within the jurisdiction of the Provincial Crown Attorney. This included investigation review, witness interviews, pre-trial discussions and representation at bail, trial and sentencing court.

EDUCATION

March, 1991 Law Society of Ontario OTTAWA, ON

- Called to the Bar of Ontario.

1986-1989 University of Ottawa OTTAWA, ON
LL.B. *Common Law Section*

- Participated in Student Legal Aid Plan.
- Volunteer with Law-Line, a legal information service for the public.

1984-1986 Carleton University OTTAWA, ON
M.P.A. (Masters in Public Administration)

- Recipient of Entrance Scholarship and Ontario Graduate Studies Scholarship.
- Teaching and research assistant to School of Business.

1982-1984 University of Ottawa OTTAWA, ON
B.S.Sc. (Honours)

- Graduated with Cum Laude standing.
- Studies completed in both English and French.

CONTINUING PROFESSIONAL DEVELOPMENT

December 2019 Indigenous Cultural Awareness Training
Correctional Service Canada (CSC) EDMONTON, AB

- Exposure to indigenous social history, including Residential Schools, Sixties Scoop and strategies to deal with indigenous offender populations in a culturally sensitive manner. Sections 82 and 84 releases and Healing Path.

December 2018 Osgoode Professional Development York University

- Advanced Certificate in Adjudication.

February 2007 University of Windsor OTTAWA, ON

- Stitt Feld Handy Certificate in Negotiation and Mediation.

PREVIOUS LEGAL EXPERIENCE

1989-1990 Corporation of City of Ottawa OTTAWA, ON
Articling Student with Legal Department

- Exposure to all areas of municipal law including property law, landlord/tenant, labour, freedom of information requests.
- Representation of City Solicitor before the Committee of Adjustment, Ontario Municipal Board, and the Assessment Review Board.
- Prosecution of provincial offences and by law enforcement.

1987-1989 Department of Justice OTTAWA, ON
Research Assistant for Bureau of Programme Evaluation and Internal Audit

- Legal and bibliographic research.
- Proofreading and some French to English translation.

OTHER INFORMATION

1992 -2001 Algonquin College OTTAWA, ON

Part-time instructor in the Legal Assistant Program

- Courses in civil litigation, creditor/debtor, employment law.

May 2001 Law Society of Upper Canada OTTAWA, ON

Instructor at the Bar Admission Course in Professional Ethics

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Consent Agenda Item #:	I – Approval of Interim Registrar
Subject:	Approval of Interim Registrar
Key Contact:	Ben Rempel, Interim Chairperson, Board of Directors
Action Required:	<i>For Approval</i>
PURPOSE To seek Board of Director approval for the appointment of an Interim Registrar.	
BACKGROUND John Murray, the College’s Registrar, has formally departed from the organization effective September 18, 2025. In accordance with the College’s governance, the immediate appointment of an Interim Registrar is necessary to maintain the College’s regulatory functions.	
ANALYSIS <p>Following an internal review Cathy Pappas has been identified as the most suitable individual to serve as interim Registrar as she has been the Registrar delegate on numerous occasions to the satisfaction of the College. She is willing to accept this responsibility until such time as a Registrar is appointed.</p> <p>The Registrar is mandated by the Act, Regulations, and By-laws to make decisions regarding status changes for licensees. All decision regarding suspensions, revocations, leaves of absences, resignations and licensure and any exemptions to licensee obligations.</p> <p>The Board has an obligation to appoint a Registrar:</p> <p>The College Act states: <i>30 (1) The Board is to appoint a Registrar of the College for a term of not more than five years. The Registrar may be reappointed for subsequent terms of not more than five years each.</i></p>	
RECOMMENDATION It is recommended that the Board of Directors approve the appointment of Cathy Pappas as interim Registrar effective immediately until a permanent replacement is found.	
POTENTIAL RISK(S) 1. Operational Disruption <i>Risk:</i> Delays in processing time-sensitive regulatory matters such as: <ul style="list-style-type: none"> • appointment of new licensees 	

- lifting suspensions which may affect a licensee's ability to practice

Mitigation: Immediate appointment of an Interim Registrar to maintain continuity in regulatory and operational responsibilities until a permanent Registrar is appointed.

RESOLUTION

BE IT RESOLVED THAT the Board of Directors approve the appointment of Cathy Pappas as Interim Registrar, effective immediately, and continuing in this capacity until such time as a permanent Registrar is appointed.

NEXT STEPS

- Inform Cathy Pappas of her appointment
- Update all forms of communication with Cathy Pappas's signature such as letters of authority and letters of standing

APPENDICES

- N/A

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	5.2 – Report of Professional Standards, Research, Education and Policy (PREP) Department
Subject:	Report of PREP Department, April 1 – June 30, 2025
Key Contact:	Beata Pawlowska, Director, PREP
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Essential RCICs and RISIA Competency Frameworks:

- Finalized the revisions to the Essential Competencies for RCIC and RISIA Practice.
- Completed comprehensive research report and executive summary, outlining methodology, analysis, and outcomes.
- Presented the updated framework to the Board of Directors and received formal approval during June 19-20 meeting.
- Briefed external stakeholders (Queens, UofM, CBIE) on the updates to the framework to initiate discussion and coordination of implementation.
- Began preliminary planning for item bank validation and updates in alignment with the revised framework.

Exam Bank

Total # of items per exam bank				
Exam Item Bank	APPROVED	PENDING REVIEW	REMOVED	TOTAL
SPE	1567	454	368	2389
RCIC-EPE	1328	201	368	1897
RISIA EPE	527	261	138	926
TOTAL	3422	916	874	5212
*developed as of December 2021				

Items developed between April - June 2025				
Exam Item Bank	APPROVED	PENDING REVIEW	REMOVED	TOTAL
SPE	81	22	9	112
RCIC-EPE	97	40	13	150
RISIA EPE	53	60	0	113
TOTAL	231	122	22	375
*developed during April - June 2025 (Q4)				

Licensing Examinations:

- Facilitated 26 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.
- A total of 375 exam items were developed in collaboration with Subject Matter Experts (SMEs) to ensure depth, accuracy, and alignment with exam blueprints.
- Implemented CQI processes throughout the exam development cycle for each administration including: preliminary quality assurance reviews, validation sessions with SMEs, bilingual translation review and consistency checks.
- Conducted post-administration psychometric analysis, involving facilitation of key validation sessions with SMEs during the results analysis phase.
- Enhanced item bank functionality by; implementing dashboards to monitor item health and status, improving tracking of item versions, and streamlining item storage and retrieval for efficiency.

Research Fellowship:

- Finalized literature review.
- Key stakeholders recruited and interviews initiated.
- Submission of Year 2 Research Fellowship application to Mitacs.

Specialization Program:

- Total number of licensees completing courses in this quarter (incl. re-enrollees) - 387
- Total number of licensees who completed the program by this quarter (passed and qualify for exam) - 125
- Total number of licensees enrolled in this quarter for future groups (aka new, waiting to start program) - 37
- Total number of IRB hearings hosted - 24

Mentoring Program:

- Launched Session 3 (March 31, 2025 - August 22, 2025) with 396 mentees and 68 mentors
- Built initial feedback forms and remediation plans for the NLMP, drawing on evidence-based assessment models to ensure fairness and consistency.
- Supported Mentor Calibration sessions, reinforcing evidence-informed assessment practices and strengthening inter-rater reliability across mentors.
- Held numerous Onboarding, Drop-in, and Information Sessions for mentors and mentees

Practice Management Education Program:

- A total of 111 PME courses were delivered with 85 in English and 26 in French.
- In total, 1110 licensees successfully completed the PME courses.

- Initiated the process of building a more stable Continuous Quality Improvement (CQI) framework for PME, ensuring a more consistent review and update cycle.
- Met with the Instruction Lead to map out priorities for PME updates and confirm alignment with instructional standards.
- Convened with the team to review the Planned and Unplanned Absence course, ensuring content is current and aligned with Law Society of Ontario (LSO) processes, as per request of CEO.

Continuing Professional Development Program:

- Number of new CPD Providers approved, Alberta, Manitoba, Quebec – 3
- Total number of approved CPD Providers – 63
- Total CPD Provider Activity Applications approved – 108
- Total Licensee Individual Activity Applications approved – 34

CURRENT PROJECTS AND INITIATIVE

Advancing Research and Policy for Public Protection:

- By-Laws and Regulation Project in collaboration with all key stakeholders
- Fellowship Research in collaboration with CERC and TUM
- International Student Survey in collaboration with CBIE

CHALLENGES AND OPPORTUNITIES

Through a completed scoping review, we investigated how various regulators are approaching AI. Our goal was to build a comprehensive understanding of this evolving landscape and ensure that, should AI become part of immigration practice, the College is prepared to offer ethical, responsible, and well-informed guidance that safeguards both the public and the profession.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, September 25, 2025
Agenda Item #:	5.3 - Report of the Registration Department
Subject:	Report of Registration Department, April 1 – June 30, 2025
Key Contact:	Cathy Pappas, Director, Registration
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Ongoing Compliance Actions

In this past quarter of the previous fiscal year, (April 1 to June 20, 2025) the Registration Department (RD) has revoked 45 licensees for various compliance infractions, including failure to pay licensing fees and disciplinary reasons.

The next quarter will likely see an increase in revocations as Annual Renewal payment was due July 31, 2025.

Reduction in Processing Time for New Applications

This past quarter saw a significant reduction time in the processing of new applications which continues into the first quarter of the current year. The average time to complete an application has decreased from 60 days to 49 days. Part of this reduction can be attributed to the College Portal's streamlined process.

CURRENT PROJECTS AND INITIATIVES

Annual Renewal for licensees opened on June 1, 2025. Currently over 95% of licensees have completed their Annual Renewal. And similar to fiscal year 2023-2024, 96% were able to complete their Annual Renewal in the College Portal without any further action by RD staff. This situation allowed RD staff to focus on the renewals that required further action, such as those disclosing non-compliance issues.

CHALLENGES AND OPPORTUNITIES

Overall growth in the number of RCIC licensees remained flat and decreased slightly over the final quarter of the fiscal year.

Year-end numbers as of June 30, 2025:

Total RCICs	12,096
Total RISIAs	512
Grand Total	12,608
Percentage Growth	-0.79%

RECOGNITION AND MILESTONES

The Annual Renewal period saw a significant increase in licensees contacting RD. Throughout these months of higher-than-normal volume, RD staff still maintained the College standard of answering inquiries within 48 hours.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	5.4 – Report from Professional Conduct
Subject:	Report of Professional Conduct, April 1 – June 30, 2025
Key Contact:	Laura Halbert, Director Professional Conduct
Action Required:	<i>For information only</i>
KEY HIGHLIGHTS	
<p>Discipline Committee</p> <ul style="list-style-type: none"> • closed 54% more cases (99 vs 64) vs FY24 • 8 revocations, 7 suspensions, plus abandonments and other resolutions <p>Intake and ER</p> <ul style="list-style-type: none"> • 80% of our recent cases continue to be resolved without a referral to investigations. This is in range of typical regulatory agency norms. <p>Legacy</p> <ul style="list-style-type: none"> • 83% of legacy (Pre-college initiated) cases resolved. The remainder are actively assigned. <p>UAP</p> <ul style="list-style-type: none"> • 5390 social media takedowns 	
CURRENT PROJECTS AND INITIATIVE	
<ul style="list-style-type: none"> • Contempt order involving former licensee filed and served. Proceedings continue at federal court • Resources, training and cross functional teams to assist investigators with our highest risk licensees. • Template notices and standard clauses on other correspondence revisions to better manage complainant expectations, explain College mandate, and communicate licensee obligations regarding cases across all streams, including but not limited to investigations. 	
CHALLENGES AND OPPORTUNITIES	
<ul style="list-style-type: none"> • The College saw a 20% increase in volume of complaints. • Out of 1375 open complaints 68% are attributable to 1% (126) licensees. Multiple cases against one licensee are more complex and time consuming to complete. • Unpredictability of final regulations timing and bylaw wording presents challenges for managing change requirements. • UAP disruption tools vs expectations of stakeholders. 	

RECOGNITION AND MILESTONES

- Successful interim motions for serious public risk licensees which requires significant nimbleness by PC staff in legal but also investigations, OSINT and intake team.
- Discipline decision involving serious job selling scheme resulted in revocation and positive story in Globe.

RECOMMENDATIONS

- Encourage Ministry and other stakeholders to provide realistic messaging to the public, including media, related to new regulations, compensation fund and complaints handling.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	5.5 – Report of Communications and Stakeholder Relations (CSR) Department
Subject:	Report CSR Department, April 1 – June 30, 2025
Key Contact:	Jessica Freeman, Director, CSR
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS (As of Q4 FY2025)

1. Welcome Kit for MPs: Developed and distributed a toolkit to all newly elected federal MPs to congratulate them and introduce the College and offer tools for constituency offices as well as introductory meetings.
The Kits have yielded 28 personal responses, and 8 meetings have been scheduled with political staff.
2. Annual Report: English draft complete, French translation and social media promotional plan in progress.
3. Licensee survey on College Communications completed: Key findings to be presented at November Board meeting.

Stakeholder Engagement

Between April 1 and June 30, meetings were held with key staff from:

- Law Society of Ontario
- Law Society of Saskatchewan
- Law Society of Manitoba
- BC Regulated Paralegal Working Group
- BC Ministry of the Attorney General
- Canadian Immigration Lawyers Association
- Ontario Ministry of Labour, Immigration, Training and Skills Development
- Immigration and Refugee Board (Communications & Outreach team)

Media Inquiries and Media Mentions:

Between May 20 and June 30, the College received **5** media inquiries (4 EN, 1 FR) from the Globe and Mail, Radio-Canada (FR), CBC Newfoundland, CBC British Columbia and one freelance inquiry.

Articles published between May 20 and June 30 including a College response:

CBC: Surrey, B.C., immigration consultancy firm still operating after owner's licence revoked.

<https://www.cbc.ca/news/canada/british-columbia/surrey-immigration-firm-owner-licence-revoked-1.7547059>

- The College declined to comment on the case due to the ongoing legal proceedings but said in a statement that it issues cease and desist letters when it has reason to believe that a person is operating as an unauthorized practitioner.

Radio Canada: D'étudiante à immigrante clandestine, Fatim refuse de demander l'asile (EN:

From student to illegal immigrant, Fatim refuses to seek asylum). <https://ici.radio-canada.ca/info/long-format/2170764/immigration-etranger-fraude-expulsion-uqac>.

- A College of Immigration and Citizenship Consultants spokesperson said: "These unauthorized practitioners pose a serious threat to the public by providing unethical and illegal immigration 'services' to potential newcomers to Canada who may be vulnerable to exploitation."

Globe & Mail: Minister planning new powers to clamp down on fraudulent immigration consultants.

https://www.theglobeandmail.com/politics/article-immigration-consultants-fraud-lena-diab/?intcmp=gift_subscribed

- Stefan Lach, a spokesman for the College, said the "decisive action" taken to protect the public in Mr. Amirahmadi's case "sends a strong message that licensees who engage in this kind of serious misconduct will face the strongest possible consequences."

NOTE: Often stories are published weeks or months after we provide a statement.

CURRENT PROJECTS AND INITIATIVES

- Proactive social media: New evergreen campaigns about the role of RCICs and tips for working with a licensee to launch in Fall 2025
- Paid Advertising: Plan for the upcoming fiscal year is in development
- Fraud Prevention Month 2026: Planning is underway for the upcoming campaign
- Analytics: Developed new monthly and quarterly analytics reports, including key insights and metrics
- Ongoing bilingual advertising (FPM/Disciplinary Decisions) in Canadian Immigrant Magazine
- Ongoing proactive licensee/strategic communications plans and tactics developed and executed as required (New-Licensee Mentoring Program, Specialization Program, CPD Audit, AGM)
- Ongoing support for internal/corporate communications initiatives

CHALLENGES AND OPPORTUNITIES – Challenge for staff: Increased workload related to incoming Regs/By-Laws

RECOGNITION AND MILESTONES – n/a

RECOMMENDATIONS – n/a

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, September 25, 2025
Agenda Item #:	5.6 – Report of the Chief Operating Officer (COO)
Subject:	Report of the COO, April 1 – June 30, 2025
Key Contact:	Russ Harrington, Chief Operating Officer
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Finance:

- Finance completed the FY2026 budget, which was approved by the Board in June.
- Doanne Grant Thornton LLP, the College's auditor, presented the FY2025 audit plan to the FAC.

Human Resources:

- The draft DEI Statement of Commitment was completed and supported by the staff Collaboration Groups. It will be presented to the HR Committee in FY2026 Q1.

Operations:

- The Project Management Office successfully led a cross-functional effort to plan and launch Annual Renewal 2025, in partnership with Registration, Communications and Stakeholder Relations, and IT.

CURRENT PROJECTS AND INITIATIVE

Finance: This table summarizes Finance FY2025 activities (July 1, 2024-June 30, 2025).

Accounts Receivable Activities		Accounts Payable Payment Processing Activities*	
Types of Invoices	# of Invoices	Payments to Vendors and Subject Matter Experts (SMEs)	# of Vendor invoices and SME Claim forms
Annual Fees	13,839	Wire payments	31
Examination Fees	2,357	EFT payments	1,831
Mentoring Program	642	Bill payments	79
Specialization Program	786	Total	1,941
Tribunal Cost and Fines	35	<i>*Excluding pre-authorized debits and credit card payments</i>	
Other (penalties, late payments, agent registration, etc.)	5,774		

Total	23,433	
		<p><i>Wire Payments: Vendors paid in foreign currency or payments made to a foreign bank account</i></p> <p><i>EFT Payments: Payments to Canadian Vendors and SMEs</i></p> <p><i>Bill Payments: Government payments</i></p>

Human Resources:

- The HR unit worked with the Collaboration Groups, consisting of approximately 25 staff, and the College's vendor (KPMG) to complete the DEI Statement of Commitment, which will be presented to the Board's HR Committee in FY2026.
- Collaborating with the Communications and Stakeholder Relations department, a Highlights document was developed, identifying staff contributions over the last two years, to celebrate the distinctive and critical role each team and department plays in the College's achievement of the Strategic Plan.

Operations:

Compliance: The following three tables summarize activities related to *Access to Information Act* (ATIA) and *Privacy Act* (PA) requests in FY2025:

Requests Opened	ATIA	PA
# of Requests	10	12

Requests Closed*	0 to 15 days	16 to 30 days	31 to 60 days	61 to 120 days	121 to 180 days	Open as of June 30
ATIA	2	3	4	4	0	2
PA	5	5	2	1	0	0

**100% of requests in FY2025 were closed within legislated timelines*

Pages Processed and Released	# processed	# released
ATIA	1265	599
PA	1578	969
Total	2843	1568

IT:

- The Project Management Office collaborated with IT, Registration and Communication and Stakeholder Relations to plan, launch and execute Annual Renewal (AR) 2025.

The significant efforts throughout FY2025 to enhance and stabilize the College Portal culminated in an improved Annual Renewal process.

- To prepare for FY2026, cross-functional planning processes were initiated to identify and analyze tickets and feature requests for the College Portal, to support identifying priorities.

Procurement: The following table summarizes the number of purchase order requests executed in FY2025:

Number of New Purchase Order Requests	210
Number of Purchase Order Renewals/Extensions	91
Number of Procurements Processed	32

CHALLENGES AND OPPORTUNITIES

Finance:

- The Finance team continues to adapt and improve its processes to leverage the benefits of the College Portal, while also contributing to College Portal enhancements. For example, we are exploring the use of uploads from the College Portal into QuickBooks as well as exploring the capability of alternate timing of reporting. Having access to all information in one database, through the College Portal's Single Source of Truth (SSOT), has been advantageous.

Human Resources: N/A

Operations:

- A priority area for further College Portal development is data management.
- The data contained in the College Portal is robust and accessible.
- The source of the data is from the College's various legacy IT platforms. To leverage the current SSOT, preparations are underway to standardize data definitions, access permissions and extraction procedures.
- As a priority in FY2026, this will support accessing and extracting data through consistent processes with outputs supporting user requirements.

RECOGNITION AND MILESTONES

Finance: With QuickBooks online implemented, the team was able to increasingly use the report and dashboard functionality, which provides easy access to financial information including metrics (e.g., Outstanding and past due invoices, bank account balances, cash flow trend, breakdown of expenses by department).

Human Resources: The DEI Statement of Commitment was completed—with significant support from staff the Collaboration Group. There continues to be a keen interest in advancing this initiative.

Operations: Over 97% of Annual Renewal applications were completed and automatically approved in the Portal.

RECOMMENDATIONS

N/A

MEMORANDUM

To: **Board of Directors**

From: **Tim D'Souza**
Chair, Finance and Audit Committee

Re: **Agenda item 6.1 – Review of Unaudited Financial Results for year ended June 30, 2025**

Date: **September 25, 2025**

Summary:

The financial results of the College for the year ended June 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 Unaudited Financial Report for year ended June 30, 2025, presents the following:

- Summarized Unaudited Statement of Operations showing results of revenue and expense compared with the Budget and the Q3 Forecast
- Highlights of Revenue and Expenses
- Summarized Unaudited Statement of Financial Position showing results compared with last year-end
- Highlights of changes in assets and liabilities
- Investment as at June 30, 2025
- Statement of Changes in Net Assets with activities and recommendation

Attachment:

Summarized Unaudited Financial Report for year ended June 30, 2025

Summarized Unaudited Financial Report for year ended June 30, 2025

Summarized Unaudited Statement of Operations for the year ended June 30, 2025, compared with the Budget and Q3 Forecast is presented as follows:

Summarized Unaudited Statement of Operations Year ended June 30, 2025	Actual	Budget	Q3 Forecast	Variance over (Under) Budget	Variance over (under) Q3 Forecast
Total Revenue	25,678,009	25,027,613	25,315,170	650,396	362,839
Total Expense	25,623,975	25,206,258	25,654,612	417,717	(30,637)
Excess of Revenue Over Expenses	\$ 54,034	\$ (178,645)	\$ (339,442)	\$ 232,679	\$ 393,476

Highlights of Revenue and Expenses

Actual compared with the Budget: Favourable variance of \$232K

- Revenue over budget by 2.6%:
 - Flat growth in number of licensees with fewer new licensees joining throughout the year.
 - Reduction of bank interest rates resulted in lower interest income earned.
 - Above shortfall was offset by increased demand in the Specialization Program and higher revenue from fines and late payment fees.
- Expenses over budget by 1.7%:
 - Additional legal support for the draft Regulations and By-Laws and external investigative and mediation services to reduce Professional Conduct case load.
 - Higher expenses in the College Portal development to support for stabilization and enhancements for annual renewal.

Actual compared with the Q3 Forecast: Favourable variance of \$393K

- Revenue over Q3 Forecast by 1.4%
 - Annuals fees and Late Payment fees were higher than the forecast in addition to lower Bad debts allowance resulted in higher net revenue.
- Expense under Q3 Forecast by 0.1%
 - Consulting services and legal fees on employment matters were higher than anticipated.
 - Higher expenses on external legal, investigative and mediation services to manage complex cases and reduce case backlog.
 - Lower proctoring expenses than anticipated with lower number of examination writers and revised contractual obligation of the new contract.
 - Lower merchant fees expenses on credit card transactions than anticipated.

A summarized Unaudited Statement of Financial Position as of June 30, 2025, compared with June 30, 2024, is presented as follows:

Summarized Unaudited Statement of Financial Position	June 30, 2025	June 30, 2024	Increase (Decrease)
Total Assets	29,840,587	37,319,053	(7,478,467)
Total Liabilities	1,971,214	9,503,713	(7,532,500)
Total Net Assets	\$ 27,869,373	\$ 27,815,340	\$ 54,034

Highlights:

- Assets decreased due to the lower investment in GICs in which maturing GICs were not re-invested but were utilized to fund operations. In addition, decrease in capital assets upon completion of office renovation in the prior fiscal year.
- Liabilities decreased due to the recognition of deferred revenue throughout the fiscal year. The prior fiscal year had a change in the Annual Renewal invoicing date which resulted in a higher deferred revenue attributed as at June 30, 2024.

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

	Principal	Rate	Maturity date
CIBC GICs			
Non-Redeemable GIC 0302	1,000,000	4.93%	11-Jul-25
Non-Redeemable GIC 0329	1,000,000	4.93%	11-Jul-25
Non-Redeemable GIC 0337	1,000,000	4.93%	11-Jul-25
Total CIBC	\$ 3,000,000		
Investment Interest Receivable	\$ 143,848		
Total Short-term investments	\$ 3,143,848		

Highlights:

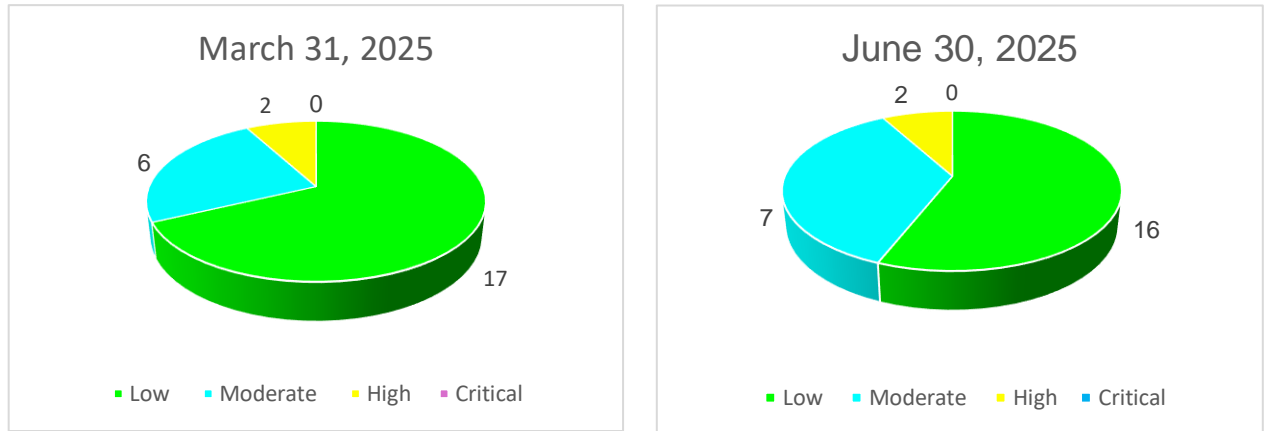
- Total investments were \$3M as of June 30, 2025.
- Total Year-to-date investment interest income earned was \$293K.

Statement of Changes in Net Assets Year Ended June 30, 2025

	Restricted Reserve						
	Unrestricted Reserve	Invested in Capital Assets	IT Infrastructure Development	D&O Liability and Immunity from Civil Litigation Coverage	Professional Conduct	Compensation Fund	Total
Balance - Beginning of year	\$ 20,573,950	\$ 1,641,390	\$ -	\$ 4,000,000	\$ 1,600,000	\$ -	\$ 27,815,340
Excess of revenue over expense	2,799,338	(474,258)	(2,271,046)				54,034
Net change in capital assets	(142,372)	142,372					-
Interfund transfers	(11,100,000)		3,500,000	(2,000,000)	(400,000)	10,000,000	-
Balance - End of Year	\$ 12,130,917	\$ 1,309,504	\$ 1,228,954	\$ 2,000,000	\$ 1,200,000	\$ 10,000,000	\$ 27,869,373

- During the year, the activities of the Net Assets included:
 - Board approved interfund transfers of the following funds on December 5, 2024:
 - Replenishment of IT Infrastructure Development - \$3.5M
 - Establishment of Compensation Fund - \$10M
 - Reduction of D&O Liability and Immunity from Civil Litigation - \$2M
 - IT Infrastructure Development Restricted Reserve
 - IT Infrastructure Development expense incurred was \$2.3M. Remaining balance of \$1.2 million to be utilized in F2026. Anticipated exhaustion of fund at the end of F2026.
 - Professional Conduct Restricted Reserve
 - The PC Restricted Net Asset as at June 30, 2025 was \$1.16M. The fund balance was decreased by \$400K from \$1.6M to \$1.2M to reflect the estimated expenses for Discipline Committee open cases at fiscal year end.
- Recommendation:
 - Reduce D&O Liability and Immunity from Civil Litigation Coverage Restricted Reserve to nil as the College has sufficient D&O Liability insurance coverage and protection from the College Act on immunity from civil litigation. Transfer the \$2M balance to Unrestricted Reserve.
 - The Unrestricted Reserve balance of \$12M at June 30, 2025 represents approximately 6 months of the College's operating expenses. The transfer of the \$2M will increase the balance of the Unrestricted Reserve by one more month worth of operating expenses. Alternatively, it could be transferred to other Restricted Net Assets. An FAC recommendation will be presented at the next Board meeting.

RISK MITIGATION REGISTER



Summary As At June 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%

Changes from last Risk Mitigation Update:
New Risk(s) Added

Register No.	Risk Category	Risk Label	Risk Description
No New Risks Identified			

Elevating Risk(s)

Register No.	Risk Label	Risk Description	Modification	Previous			Current		
1	Complaints Process Efficiency/Effectiveness	Incoming complaint volumes outpace College ability to meeting processing timelines	Increase in severity to Major	3	3	9	3	4	12
9	Media reports of licensee(s) engaged in illegal /criminal activity	Media reports of licensee(s) engaged in illegal /criminal activity	Increase likelihood from to Possible	2	2	4	3	2	6

Reducing Risk (s)

Register No.	Risk Label	Risk Label	Risk Description	Previous			Current		
8	Regulatory Purpose	Failure to fulfill regulatory purpose due to strategic plan misalignment	Decrease in likelihood to unlikely Decrease in Severity to major	3	5	15	2	4	8

#	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 profession Media 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 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		
						4	4	16
						3	3	9
						Strategy: Reduce		
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		
						3	4	12
						After Management		
						3	3	9
						Strategy: Acceptance		
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		
						5	5	25
						After Management		
						2	4	8
						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		
						4	4	16
						After Management		
						3	2	6
						Strategy: Reduce		
						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.		
10.	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		

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.	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.		
12.	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			

13.	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		
14.	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 6 draft By-Laws to DOJ to initiate review process 	Before Management		
						5	5	25
						After Management		
						2	2	4
						Strategy: Reduce		
15.	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			

16.	Sustainability	Pandemic/Natural Disaster	<ul style="list-style-type: none">Unforeseen business disruptionPublic 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.								
17.	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.								
18.	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 requirementsPLAR to support throughput and complianceLicensee communications to increase awareness of mandatory requirementsTimely follow-up with non-compliant licensees.Undertakings developed for non-compliant licenseesImplementation of financial incentive for Mentor recruitment	Before Management		
						4	4	16
						After Management		
						1	2	2
						Strategy: Reduce		
Ongoing monitoring of recruitment, enrollment, graduation statistics, and EPE pass rates to guide program capacity forecasting.								

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			

19.	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		
						3	5	15
						After Management		
						1	2	2
						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.		
20.	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		
						4	4	16
						After Management		
						1	2	2
						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 10 of 12			

21.	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		
						3	4	12
						After Management		
						1	2	2
						Strategy: Eliminate		
						Response times monitored by software application and are within 48 hours.		
22.	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 placeBoard development of Conflict-of-Interest By-law ongoing.Standing Board and Committee agenda item re declaration of Conflict of interestPeriodic Board governance training	Before Management		
						4	3	12
						After Management		
						1	2	2
						Strategy: Eliminate		
23.	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.		

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			

24.	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">College HR Team established.Canada Labour Code and Employment Equity Act-compliant HR policies established and implemented.Monthly monitoring of HR statistics by CEO/COO.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.		
25.	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			

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Agenda item 6.3 – Financial Review - College Portal Development**
Date: **September 25, 2025**

Summary:

Finance and Audit Committee presents College Portal expenses as applied to the Reserve for IT Infrastructure Development since its establishment to the end of fiscal year 2025, and estimated projections to the end of F2028.

Requested Action:

For the information of Directors only, no action required.

Discussion/Analysis:

The Board allocated \$3 million from the College's unrestricted funds to an internally restricted reserve for IT infrastructure development in F2019. Annual College budgets also include IT development amounts from the College's unrestricted funds.

Management will review and make recommendations to FAC in November 2025 for replenishment of restricted assets earmarked for IT development after the completion of the audit for the fiscal year ended June 30, 2025. Once the implementation of the Regulations and By-laws is complete, the restricted net asset may also be replenished to support on-going maintenance or other College Portal improvements.

The College Portal project is complex. It involves: the integration of data held in multiple legacy applications into a system of single source of truth; support for Portal-based compliance programs supporting the College's current regulatory regime (the College Act, College "Council" Regulations, and legacy By-laws and Policies); and the management of issues, implementation of "better" solutions, and change requests as they arise.

Development work started in earnest in F2021 and continues. Going forward, additional resources will be required for integrating changes resulting from the new College Act Regulations and new College By-laws, once approved.

The chart below outlines allocated amounts to date, additional amounts proposed to be allocated to replenish restricted assets and actual and proposed expenses which have/will draw down both

restricted and unrestricted assets in the respective fiscal years, together with budget allotments and variances.

Fiscal Year	Net Assets					Variance		Notes
	Restricted IT Infrastructure Development			Unrestricted				
	Replenishment	Expense	Balance	Expense	Budget	\$	%	
	\$	\$	\$	\$	\$	\$		
2019	3,000,000		3,000,000					
2021		(113,793)	2,886,207		600,000	486,207	81	1
2022		(542,235)	2,343,972		543,000	765	0	
2023		(1,598,608)	745,364		1,001,920	(596,688)	(60)	2
2024		(745,364)	-	(1,462,793)	1,628,240	(579,917)	(36)	3
2025	3,500,000	(2,271,046)	1,228,954		1,700,000	(571,046)	(34)	4
2026		(1,200,000) *	28,954		1,200,000	-	-	
2027	3,000,000 *	(1,500,000) *	1,528,954		1,500,000 *	-	-	
2028		(1,500,000) *	28,954		1,500,000 *	-	-	
	9,500,000	(9,471,046)		(1,462,793)	9,673,160	(1,260,679)	(13)	

* Estimated

Notes:

- F2021** - \$486K - Major development did not begin until F2022.
- F2023** - (\$597K) - Complexity of complying with Act, "Council" Regulations and By-laws. The projected go live date of the portal was the end of the second quarter of F2024. Timing of expenses was "front-loaded" into F2023 in light of this target launch date, resulting in total F2023 expenses incurred of \$1.6M. However, the system required additional functionality change requests and the decision was taken to delay the launch until April of 2024 to facilitate additional user acceptance testing (UAT).
- F2024** - (\$580K) - Testing was completed and the portal was publicly launched on April 2. The total development expense was \$2.2M with \$745K being applied to fully utilize the balance of the Restricted Net Asset whereas the remaining \$1.5M was applied to the Unrestricted Net Asset.
- F2025** - (\$571K) - Post launch hyper care, bug fixes and user experience enhancements were made post first Annual Renewal and to support the next Annual Renewal. In F2025, the total development expense was \$2.3M. The spend was for stabilization of the portal and the

user experience enhancement of the Annual Renewal. Replenishment of \$3.5M was made which included the estimated spend of \$1.2M in F2026.

F2026 - The projected balance at the end of F2026 is \$29K.

F2027-F2028 - To support the development and implementation of the Regulations and By-laws in the next 2 fiscal years, the estimated development spend of the restricted net asset is \$3M for fiscal 2027 and 2028 combined.

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday, September 25, 2025
Agenda Item #:	8.1 – Review Draft By-Laws
Subject:	Revised Draft By - Laws No. 6 Committees and No. 8 Conflict of Interest of Directors and Committee Members
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Discussion and Approval</i>

PURPOSE

The purpose of this report is to present the revised drafts of By-laws 6 and 8 for discussion and approval by the Board of Directors

BACKGROUND

As part of the Board Education session of September 25, 2025, the Board of Directors reviewed draft revisions to By-laws No. 6 – Committees and No. 8 - Conflict of Interest for Directors and Committee Members. The drafts have been revised to incorporate Director feedback as well as other revisions for clarity.

ANALYSIS

By-law No. 6 - Committees

- Expanded definition of Committees, Standing Committees, Regulatory Committees
- Clarification on the Board's authority in the establishment, composition, and operations of Committees.
- Strengthened language around committee mandates, and reporting obligations

By-law No. 8 - Conflict of Interest for Directors and Committee Members

- Expanded definitions of conflict of interest to include real, potential, and perceived conflicts
- Clarification on process for declaration and disclosure at meetings
- Reinforced obligations for recusal and documentation to support transparency and ethical governance

RECOMMENDATION

The Board of Directors is requested to review the revised drafts of By-laws 6 and 8, provide any additional feedback or updates as necessary, and approve the by-laws in their revised form.

POTENTIAL RISK(S)

1. Compliance Risk

Risk: Revised by-laws may unintentionally conflict with governing legislation (e.g., the Act or Regulations) or external regulatory obligations.

Mitigation: Thorough review of all proposed amendments and cross-reference with applicable legislation and policies before finalization.

RESOLUTION

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.

NEXT STEPS

- Upon approval, submit By-laws to Department of Justice for review.

APPENDICES

N/A

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

BY-LAW NO. 6

Made: _____, 2025

COMMITTEES

**PART A
DEFINITIONS**

1. Definitions

In this By-law No. 6 and all other By-laws of the College, words have the same meaning as they do in the Act, and:

- (a) **“Ad Hoc Committee”** means a temporary committee created for a specific purpose or task and dissolved upon completion of their mandate.
- (b) **“Committee”** or **“Committees”** means the Standing Committees, the Regulatory Committees, the Compensation Fund Committee and any other committees taskforces or working groups established or appointed by the Board.
- (c) **“Standing Committee”** means a permanent committee with ongoing responsibilities; specifically any of the committees referred to in section 3 of this By-law No. 6.
- (d) **“Regulatory Committee”** means any of the Complaints Committee, Discipline Committee or Capacity Evaluation Committee.

**PART B
ESTABLISHMENT AND GENERAL OPERATIONS OF COMMITTEES**

- 2.1 The Board of Directors of the College may, by resolution, establish one or more Standing or Ad Hoc Committees to support the Board in fulfilling its statutory, strategic, and oversight responsibilities. Committees shall operate in accordance with this By-Law and any applicable legislation, regulations, or directives. Each committee shall operate under the authority of the Board and shall report to the Board.
- 2.2 Each committee shall have a written mandate, approved by the Board, clearly outlining its roles, responsibilities, reporting requirements, and delegated authorities.
- 2.3 Each committee shall act within the scope of authority granted to it by the Board as defined in its approved Terms of Reference.
- 2.4 Committees are advisory in nature and may make recommendations to the Board but may not make decisions binding on the College unless explicitly authorized to do so.

- 2.5 The Board shall periodically review the structure, effectiveness, and continued relevance of all committees, and may amend, dissolve, or reconstitute committees as appropriate.
- 2.6 Minutes shall be recorded for all committee meetings.

3. Standing Committees

- 3.1 The following Standing Committees are hereby established and the Board will appoint the Chairperson, Vice-Chairperson, and sufficient members to meet the terms of reference of such Standing Committees:
 - (a) Finance and Audit Committee
 - (b) Governance and Nominating Committee
 - (c) Human Resources Committee

4. Regulatory Committees

- 4.1 Subject to the Act and the Government Regulations, the Board will appoint the Chairperson, one or more Vice-Chairpersons, and sufficient members to meet the powers, duties and functions of the following Regulatory Committees:
 - (a) Complaints Committee
 - (b) Discipline Committee
 - (c) Capacity Evaluation Committee

5. Compensation Fund Committee

Subject to the Government Regulations, the Board will appoint the Chairperson, a Vice-Chairperson and sufficient members to meet the powers, duties and functions of the Compensation Fund Committee.

6. Additional Provisions Respecting Regulatory Committees

Additional provisions respecting the Complaints Committee, the Discipline Committee and the Capacity Evaluation Committee are contained in By-law No. 9 – Professional Conduct and additional provisions respecting the Compensation Fund Committee are contained in By-law No. 10 – Compensation Fund.

7. Ex Officio Membership on Regulatory Committee

A member of the Complaints Committee or the Discipline Committee is *ex officio* a member of the Capacity Evaluation Committee and may be seconded to serve on such Committee as needed.

8. Other Committees, Taskforces and Working Groups

The Board may, from time to time establish and appoint such other Committees, advisory committees, taskforces, and working groups as it considers necessary or desirable to support the College's mandate. These bodies may consist of licensees, Directors, subject-matter experts or other individuals as determined by the Board based on the purpose and scope.

The Terms of Reference, duration, reporting requirements and authority of each shall be defined by the Board of the time of its establishment.

9. Recommendation for Appointments

Subject to the Government Regulations, 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, Regulatory Committee and any other Committee.

10. Chairperson's Right to Attend Committee Meetings

The Chairperson of the Board shall be entitled to notice of, to attend and to speak at all Standing Committee, other Committee (excluding Regulatory Committees), taskforces and working groups. The Chairperson shall not be entitled to vote; unless the Chairperson is named a voting member of the Committee and unless present, shall not be counted for the purposes of quorum.

The Chairperson may attend and speak at non-hearing business meetings of the Regulatory Committees.

11. Chief Executive Officer

The Chief Executive Officer (CEO) shall be ex-officio members of all Committees but shall not have the right to vote at a Committee meeting.

12. Board Authority to Revoke Appointment

Subject to subsection 29(5) of the Act relating to the Discipline Committee, the appointment by the Board of any licensee or other individual to a Standing Committee, Regulatory Committee or other Committee, taskforce or working group may be revoked at any time by the Board.

13. Board to Determine Term

Subject to the Act for members of the Discipline Committee, the members of each Standing Committee, Regulatory Committee, other Committee, taskforce or working group will hold office for a term as the Board may determine from time to time.

14. Conflict of Interest of Committee Member

It is the duty of every committee member who is in any way, directly or indirectly, interested in a material contract or transaction or proposed contract or transaction with the College to declare the interest at a meeting of the committee and refrain from voting in accordance with By-Law No. 8.

PART C ADDITIONAL PROVISIONS

15. Board May Prescribe Committee Procedures

The convening of and procedure at meetings of each Standing Committee, the Compensation Fund Committee and other Committees (other than the Regulatory Committees) established by the Board will be conducted in the manner established by the Board from time to time in the terms of reference for each Standing Committee, the Compensation Fund Committee and each such other Committee, or in a separate Policy.

16. Board May Prescribe Committee Duties

The Board may, in addition to any duties imposed by the By-laws, may from time to time and at its discretion, impose in their respective terms of reference, such duties on any Standing Committee, the Compensation Fund Committee or other Committee, other than the Regulatory Committees, and their respective members as it considers appropriate from time to time. Such duties shall be set out in the committee's approved Terms of Reference or other Board resolution.

17. Committees to Report to the Board

All Standing Committees, the Compensation Fund Committee and other Committees established by the Board, other than the Regulatory Committees, will report their activities directly to the Board unless otherwise directed by the Board. The frequency and format of such reporting shall be determined by the Board and set out in the Committee's Terms of Reference.

18. Where Board Approval Required

No resolution or recommendation of any Standing Committee or other Committee shall be binding on the Board unless and until approved by the Board, except for:

18.1 Decisions of the Discipline Committee and the Compensation Fund Committee,

18.2 determinations of the Complaints Committee

18.3 Opinions of the Capacity Evaluation Committee

in respect of their regulatory proceedings or functions.

19. Regulatory Committees May Sit in Panels

The Complaints Committee, the Discipline Committee and the Capacity Evaluation Committee may sit in panels of one (1), two (2), or three (3) members, and a decision of a majority of the panel of each such Committee constitutes the decision of the Committee. Standing Committees, taskforces and working groups and other Committees established by the Board may sit in panels as the Board may determine from time to time. Where a Committee is authorized by the Board to sit in panels, a decision of a panel of a Committee constitutes the decision of the Committee. Where there is a panel of two (2) members and the two (2) members cannot agree on a decision, the decision of the panel will be the decision of the member designated as the presiding member of the panel.

20. Effective Date

This By-law No. 6 shall become effective on ●, 2025 at 11:59 p.m. Eastern Time.

FOR GNC REVIEW JULY 24, 2025
COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS
BY-LAW 8

Made: _____, 2025

CONFLICT OF INTEREST
FOR DIRECTORS AND COMMITTEE MEMBERS

PART A
DEFINITIONS

1. DEFINITIONS

In this By-Law No. 8 and all other By-Laws of the College, words have the same meaning as they do in the Act, and:

- a) **"Appearance of a Conflict of Interest"** means an occurrence when a reasonable observer could reasonably perceive that a Board or Committee member is making decisions on behalf of the College to promote their personal interests or those of a person described in paragraph 4(b ii).
- b) **"Conflict of Interest"** means any situation where:
 - i. your personal interests, or
 - ii. those of a friend, family member, current or former business associate, partnership or corporation in which you are or were a partner or employee or hold /held a significant interest, or any person to whom you owe an obligation, could influence or be reasonably perceived to influence your decisions and impair your ability to:
 - (A) act in the best interest of the College and the public or
 - (B) represent the College fairly, impartially and without bias.

It is important to note that a "conflict of interest" exists if the decision could be, or could appear to be, influenced. It is not necessary that actual influence occurs for a conflict to exist.
- c) **"Disclosure"** means the act of declaring any actual, potential, or perceived conflict of interest to the appropriate authority within the organization;
- d) **"Family Member"** means a family member as defined in sub section 9 (2) of the Government Regulations;

- e) **"Gift"** means any item or benefit of value, but is not limited to, cash, personal loans, offers of travel, accommodation, meals, entertainment, equipment, equities and other securities, the right to receive any of the foregoing, or any other special considerations;
- f) **"Indirect benefit"** means:
 - i. any benefit derived by a friend, family member, current or former business associate, partnership or corporation in which you are or were a partner or employee or hold or held a significant interest; or
 - ii. a benefit which advances or protects your interest although it may not be measurable in monetary terms;
- g) **"Nominal Value"** means small and intrinsic in nature, of an amount that is unlikely to be perceived to influence the exercise of a Board or Committee member's fiduciary obligations;
- h) **"Person"** means an individual, corporation, partnership, limited partnership, trust, unincorporated organization and any other form of entity or organization;
- i) **"Private Interest"** means any benefit or advantage, financial or otherwise, to the individual or related persons/entities, including actions that result in increased assets, reduced liabilities, increased income, or acquisition of financial interests;
- j) **"Reasonable Observer"** means a hypothetical individual who has knowledge of the relevant facts that the individual knew or ought to have known and who exercises judgment objectively with integrity and due care;

PART B GENERAL DUTIES

2. GENERAL DUTIES

- 2.1. members must, to the extent reasonably possible, organize their private interests in a manner that will prevent a conflict of interest from arising.
- 2.2. Unless and until authorized to do so by the Board, or by a person the Board designates, no Board or Committee member shall:
 - 2.2.1. act on behalf of the College, engage in any matter or enter into dealing with the College where they are in a conflict of interest or appear to be in a conflict of interest, or where a reasonable perception of the conflict of interest exist or,
 - 2.2.2. use their position or office with the College to pursue or promote their own personal interests or the interests of any person described in paragraph 1(b) above.

- 2.3. Board or Committee members must not
 - 2.3.1. use their relationship with the College to confer a benefit on a person described in paragraph 4(b) above including but not limited to assisting or influencing the obtaining of employment with the College
 - 2.3.2. personally benefit from any activity involving the College except in unique situations, expressly authorized in writing by the Board.
 - 2.3.3. indirectly benefit from any activity involving the College except in unique situations, expressly authorized by the Board.
- 2.4. If a Board or Committee member has, directly or indirectly, an interest in a proposed contract or transaction or in an existing contract or transaction with the College they must declare their interest at a meeting of the Board or Committee.
 - 2.4.1. In the case of a proposed contract or transaction, the declaration must be made at the Board or Committee meeting at which the question of entering into the contract or transaction is first taken into consideration.
 - 2.4.2. If a Board or Committee member becomes interested after that initial meeting, the declaration must be made at the next Board meeting following the occasion at which then interest arose.
 - 2.4.3. If the interest arises after a contract or transaction is entered into, the declaration must be made at the first meeting of the Board following the discovery of the interest.
- 2.5. No Board or Committee member, nor any member of their family shall enter into any proposed contract or transaction, or an existing contract or transaction with the College, unless:
 - 2.5.1. a competitive bid is submitted in writing by the individual or family member as applicable; and
 - 2.5.2. the individual has fully complied with all applicable disclosures and conflict of interest requirements set out in this By-law.
 - 2.5.3. In the case of a Board or Committee member or a former Board or Committee member, one (1) year has passed since the Board or Committee member or former Board or Committee member has served as a Board or Committee member.
- 2.6. While a member of the Board, no Board member shall serve on the Board of Directors of, or be employed in any capacity by, any organization or entity with a mandate that conflicts with that of the College.
- 2.7. In determining whether a conflict of interest exists, the following matters shall be considered:

- 2.7.1. could the competing interest influence the individual's judgment in fulfilling their responsibilities to the College in an impartial, responsible, diligent, and efficient manner?
 - 2.7.2. what is the potential seriousness of the harm that may result from the influence of the competing interest, including harm to the College's reputation and/or public image?
 - 2.7.3. would a reasonable observer, if informed of all the relevant facts, question the individual's ability to make proper and unbiased decisions in light of the competing interests?
- 2.8. If a Board or Committee member is uncertain whether they are or may be in a conflict of interest, they must request the advice of the Chairperson of the Board or a person designated by the Chairperson.
- 2.9. In cases of doubt, the Board or Committee member shall disclose the competing or potentially competing interest to the Chairperson of the Board for review.
- 2.10. If a Board or Committee member has reason to believe that another Board or Committee member has an undisclosed conflict of interest, and the matter cannot be resolved by informal discussions with that Board or Committee member, it shall be brought to the attention of the Chairperson of the Board.
- 2.11. If the CEO has reason to believe that a Board or Committee member has an undisclosed conflict, the CEO shall promptly bring the matter to the attention of the Chairperson of the Board for appropriate action.
- 2.12. The Chairperson of the Board shall make the final determination on any conflict of interest matter brought forward under this By-law unless the Chairperson elects to refer the matter to the full Board.
- 2.13. The Chairperson of the Board may, in their sole discretion, refer an issue under this By-law to the Board for discussion and resolution.
- 2.14. Based on the decision of the Chairperson of the Board or the Board, as applicable, the member of the Board concerned will make any required disclosures as provided in this By-law.
- 2.15. Where the CEO or a member of the Board or Committee has reason to believe that the Chairperson of the Board has an undisclosed conflict, the CEO or member of the Board or Committee shall promptly bring the matter to the attention of the Vice-Chairperson of the Board for further action. In such cases the Vice-Chairperson of the Board shall exercise the duties of the Chairperson of the Board set out in section 2 of this By-law.
- 2.16. If at any time, a Board or Committee member becomes aware of an actual or appearance of a conflict of interest, they shall promptly declare that conflict to the Chairperson of the

Board in writing, and at the first meeting of the Board after becoming aware of the conflict. If the Board member is absent from that meeting, they shall make all reasonable efforts to ensure that the conflict is brought up and read at that meeting.

- 2.17. Upon declaring a conflict of interest the Board or Committee member must immediately take steps to resolve any conflict or remove the apprehension that it exists by:
- 2.17.1. formally declaring to the Board any conflict of interest as defined by this By-law and asking that such declaration be recorded in the minutes;
 - 2.17.2. excusing themselves from the portion of the meeting where the matter giving rise to the conflict of interest is being discussed;
 - 2.17.3. refraining from all discussions of the matter giving rise to the conflict of interest, at any meeting of the Board, or elsewhere; and
 - 2.17.4. refraining from voting on the matter giving rise to the conflict of interest at any meeting.
- 2.18. A general notice to the Board by the Board or Committee member stating that they are to be regarded as having an interest in any contract or transaction or proposed contract or transaction, with any other corporation, agency, institution, public authority or person, shall be deemed to be a sufficient declaration of interest in relation to a contract or transaction. However, no such notice is effective until it is given at a meeting of the Board or the Board or Committee member takes reasonable steps to ensure that it is brought up and read at the next Board meeting.
- 2.19. Board or Committee members shall not direct or influence the process or outcome of any specific matter, except in accordance with the Policies of the College. This By-law does not, however, restrict a Board or Committee member's duty to ensure the Policies of the College are developed, amended, maintained and implemented consistently and in accordance with the best practices of self-governance and with the interests of the public and the profession.
- 2.20. Board or Committee members shall not use their position at the College to attempt to unfairly or unduly influence the recommendations of any member of the College staff to the Board or to any Committee of the Board.

3. CONFIDENTIAL INFORMATION AND GIFTS

- 3.1. Board or Committee members shall not use the College's confidential information, for any private advantage, commercial purpose, or other personal gain. Confidential information may only be used for the College's purposes and must be protected from improper disclosure.

- 3.2. Confidential information may only be disclosed if authorized by the Board, or by a person designated by the Board, to release it and it is to a person who has a lawful right to the information.
- 3.3. If a Board or Committee member is in doubt about whether College confidential information may be released, Board or Committee members must request advice from the Board or from a person the Board designates.
- 3.4. This confidentiality obligation survives indefinitely, by resignation or otherwise, as a member of the Board.
- 3.5. Board or Committee members may not accept any benefit or gift given as result of their position at the College if that benefit or gift is of greater than nominal value. Exceptions include :
 - 3.5.1. reimbursement for expenses actually incurred in the service of the College;
 - 3.5.2. token gifts such as souvenirs, mementos or commemorative gifts;
 - 3.5.3. occasional meals if there is an appropriate College business justification.
- 3.6. Board or Committee members shall not accept or grant preferential treatment to any person relating to any benefits offered by the College, including employment or contracting.
- 3.7. Board or Committee members shall not make use of College property, including the College's name or symbols unless otherwise approved by By-law or Policy.

4. ANNUAL DISCLOSURE

- 4.1. Board or Committee members shall make annual disclosure of all actual and appearances of conflicts of interest, both of a financial and non-financial nature. Such disclosure shall include any situation in which they may become involved that could result in an actual or appearance of a conflict of interest. The disclosure shall be in a form prescribed by the College and shall be submitted by members of the Board or Committee to the Chairperson of the Board upon their appointment to the Board or Committee and thereafter by the first Board meeting following the Annual General Meeting of each year. The Chairperson of the Board shall submit their disclosure(s) to the Board.

5. EFFECTIVE DATE

This By-Law 8 shall become effective on ●, 2025 at 11:59 p.m. Eastern Time.

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	8.2 – Terms of Reference – Corporate Secretary
Subject:	Approval of Terms of Reference for Corporate Secretary
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Approval</i>

PURPOSE

To seek Board of Director approval for the Terms of Reference for the Corporate Secretary.

BACKGROUND

At the Board of Directors meeting held on June 19, 2025, a resolution was passed directing that a comprehensive Terms of Reference be developed for the role of Corporate Secretary, outlining the duties, responsibilities, authority, and reporting structure associated with the position.

A draft Terms of Reference was presented at the Governance and Nominating Committee (GNC) meeting on July 24, 2025. Following a thorough review, the Committee determined that further revisions were necessary.

A revised version of the Terms of Reference, incorporating Committee feedback, was circulated via email to all Committee members on August 22, 2025. All members subsequently voted in favour of the revised draft, and the Committee now recommends the Terms of Reference be approved by the Board of Directors.

ANALYSIS

The role of the Corporate Secretary is critical to the effective functioning of the Board and the overall governance framework of the College. Formalizing this role through a Terms of Reference ensures clarity regarding the scope of responsibilities, reporting relationships, and authority, while reinforcing accountability and alignment with best governance practices.

Key elements addressed in the Terms of Reference include:

- Governance Framework and Communications
- Coordination of Board meetings, agendas, and follow-up actions
- Confirmation of compliance with relevant statutory and by-law requirements
- Oversee of Board Budget
- Support to the Board and its Committees in fulfilling their governance responsibilities

- Oversight of the integrity of Board documentation, records, and proceedings
- Advisory support to the Board Chair and CEO on governance matters
- Dual reporting role accountable to the Board Chairperson on Board/Governance matters and to the CEO on operational and day-to-day administration

RECOMMENDATION

It is recommended that the Board of Directors approve the draft Corporate Secretary Terms of Reference effective immediately.

POTENTIAL RISK(S)

1. Operational Uncertainty

Risk: Without formal Terms of Reference, ambiguity may exist around the Corporate Secretary's role and responsibilities.

Mitigation: Approval and implementation of a formal Terms of Reference to ensure clarity and role alignment.

RESOLUTION

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

NEXT STEPS

- Communicate the finalized Terms of Reference to relevant staff and Committees
- Update internal governance documentation and records
- Post the Terms of Reference to the Board portal

APPENDICES

- Corporate Secretary Terms of Reference



CORPORATE SECRETARY

Terms of Reference

Version: 2025-001 Last created: July 24, 2025 Approved:

1 Purpose

- 1.1 The Corporate Secretary is responsible for providing governance and operational advice and support to the College's Board of Directors.
- 1.2 The Corporate Secretary works under the direction of the Board Chairperson to administer the College's governance framework.
- 1.3 They provide advice to the Board, Chief Executive Officer (CEO) and senior management of the organization as appropriate to ensure compliance with that framework and on issues relating to Board decisions, requirements and requests.
- 1.4 At the direction of the Board Chairperson, the Corporate Secretary supports the Board in fulfilling its governance responsibilities by organizing, supporting and documenting the activities of Board and Board Committee meetings.
- 1.5 To carry out these duties effectively, the Corporate Secretary must have a broad understanding of the organization and its operations.
- 1.6 In fulfilling their role, the Corporate Secretary holds a duty of care to the organization and is guided by the principles of good governance.

2 Accountability

- 2.1 The Corporate Secretary is an employee of the College with a dual reporting role which is accountable as follows:
 - 2.1.1 Appointment / Removal: The appointment and removal of the Corporate Secretary is the responsibility of the Board considering recommendations from the Board Chairperson and CEO.

- 2.1.2 Board Chair: Reports independently to the Board Chairperson on matters related to Board and Committee governance, procedural issues, and Director support.
- 2.1.3 CEO: Reports administratively to the CEO for operational issues related to Board, Board Committee and licensee meetings, communication and implementation of Board decisions, and day-to-day administration.
- 2.1.4 Performance Evaluation: The performance of the Corporate Secretary will be evaluated annually in accordance with the College's Talent Development process overseen by the Board Chairperson and CEO.

3. Duties and Responsibilities

3.1 Corporate Governance: General

The Corporate Secretary advises the Board Chairperson, Committee Chairs, and CEO on governance matters including trends, governance effectiveness, accountability and continuous improvement by:

- a) Promoting robust governance practices.
- b) Keeping up to date on evolving corporate governance practices and trends.
- c) Managing the annual Board evaluation process and work with the Board Chairperson and CEO to implement resulting changes.
- d) Developing and maintaining Board orientation and training.
- e) Promoting development and educational opportunities for Directors at the direction of the GNC.
- f) Informing Directors of changing or new requirements relating to their legal and fiduciary duties.
- g) Working collaboratively with the Board Chairperson, Committee Chairs and CEO to draft and maintain currency of governance documents and policies.
- h) Referring legal matters for review and external legal opinion at the direction of the Board Chairperson.

3.2 Board Planning

- a) Develop Board and Board Committee work plans.
- b) Ensure governance obligations are addressed throughout the planning cycle.
- c) Distribute notice of meetings and supporting documents in compliance with By-law requirements.

3.3 Records Management

- a) Serve as custodian of corporate and historical records in accordance with College records management policies and Board requirements.

- b) Maintain consolidated records of Board motions and meeting minutes.
- c) Safeguard Board information, granting access only to authorized individuals.

3.4 Governance Framework and Communication

Under the direction of the Board Chairperson and in coordination with Committee Chairs and the CEO, the Corporate Secretary supports the development, maintenance, and transparent disclosure of the College's Governance Framework by:

- a) Overseeing development and periodic review of governance policies at the direction of the Board.
- b) Supporting the Board Chairperson, Committee Chairs, and CEO to ensure their roles and responsibilities are carried out effectively and in accordance with the College's Governance Framework.
- c) Meeting all external reporting obligations applicable to the Board and Board Committees, including the disclosure of Board meeting attendance and compensation.
- d) Implementing appropriate controls to manage access to Board information.
- e) Participating in College management meetings and duties as directed by the Board Chairperson and CEO.
- f) Promoting a strong and effective working relationship between the Board and Management.

3.5 Board/Committee Meetings and Support

- a) Plan and manage logistics for the College's Annual General Meeting, Board, and Board Committee meetings.
- b) Coordinate the preparation and timely distribution of agendas, supporting documents, notices, and minutes in compliance with By-law requirements and Board direction.
- c) Attend all Board of Directors, Board Committee, task force and working group meetings, as directed by the Board Chairperson or CEO.
- d) Ensuring accurate minutes are recorded, distributed and maintained, including a complete record of decisions.
- e) Update Board and Committee Workplans, maintaining a tracking system for action items and providing timely follow-up.
- f) Establish presentation standards to ensure consistency and high-quality delivery.
- g) Guide and support management, in consultation with the CEO, in meeting preparation to ensure Board expectations are understood and clearly communicated to relevant staff.
- h) Develop templates and guidelines to support the preparation of appropriate briefing material for Board and Board Committee meetings.

3.6 Regulatory Compliance

- a) Ensure the timely filing of statutory documents relating to the Board.
- b) Maintain all required corporate records and registers relating to the Board.

3.7 Board Budget

- a) Oversee Board budget and expenditures.
- b) Ensure that Board member expense claims and compensation are processed promptly and in accordance with College policies.

3.8 Special Projects

- a) As directed by the Board Chairperson, lead or support special projects
- b) Inform the Board about resource requirements for such initiatives.

3.9 Risk and Uncertainty

In collaboration with management, support the Board in reviewing the College's risk management framework as requested, including oversight of enterprise-wide risks.

3.10 Other Responsibilities

Perform duties within the Corporate Secretary's mandate and other responsibilities as delegated by the Board Chairperson or the CEO in consultation with the Board Chairperson.

4. Authority, Decision-Making

The Corporate Secretary has the authority required to carry out the functions set out in the "Duties and Responsibilities."

Effective Date

These Terms of Reference were approved by the Board of Directors on [insert date] and are effective as of [insert date].

Ben Rempel
Chairperson – Governance and
Nominating Committee

Stan Belevici, RCIC-IRB
Chairperson – Board of Directors

Date of Review	Changes/No Changes	Date of Board Approval
August 27, 2025	Created	

BRIEFING NOTE

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	8.3 – Board Development and Education Plan
Subject:	Board Development Sessions
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Discussion</i>
PURPOSE This report provides an update to the Board of Directors on the planning progress for the upcoming Board education sessions.	
BACKGROUND A summary of past education sessions has been provided to the Board of Directors for review. Suggestions for future session are provided based on director feedback.	
ANALYSIS Several education sessions have already been provided to the Board, covering a variety of topics. The fiscal year 2026–2027 budget allocates \$80,000 for Board development. In November, the Governance and Nominating Committee (GNC) will distribute a Board Education and Development Survey to gather your input for planning the 2026 sessions.	
RECOMMENDATION It is recommended that the Board of Directors review the proposed session format and provide any feedback or suggestions to enhance its effectiveness.	
POTENTIAL RISK(S) 1. Board Development Content Misalignment with Board Expectations <i>Risk:</i> The Board Development content may not fully align with Board member learning needs. <i>Mitigation:</i> GNC will distribute a survey to the Board of Directors for input and feedback.	
RESOLUTION For information and discussion only. No formal motion is required at this time.	
NEXT STEPS Following the survey results and review by GNC, the Corporate Secretary will initiate sourcing potential third-party providers.	

An updated session plan and timeline will be presented to the Board of Directors by GNC.

APPENDICES

- College Development Sessions

Development Sessions						
MTG #	DATE	GOVERNANCE	CANADIAN IMMIGRATION ECOSYSTEM	REGULATION	OTHER	COST
1	June 10, 2022	<u>Dundee Consulting Group Ltd. - Role of the College</u> Understanding the role of the College as the Regulator for Canadian Immigration and Citizenship Consultants and International Student Immigration Advisors <i>Deanna L. Williams</i>				
2	Sept 29, 2022			<u>Review of the Canadian Immigration Environment</u> <i>John Murray</i> <i>Michael Huynh</i>		N/A

Development Sessions						
MTG #	DATE	GOVERNANCE	CANADIAN IMMIGRATION ECOSYSTEM	REGULATION	OTHER	COST
				<u>Professional Standards, Research, Education & Policy</u> <i>Beata Pawlowska</i>		N/A
				<u>Public Affairs and Communications Updates</u> <i>Chris May</i>		N/A
3	Dec 1, 2022			<u>Professional Conduct</u> <i>Michael Huynh</i>		N/A
SESSION 2023						
1	Mar 10, 2023				<u>Strategic Plan</u> <i>Phil Buckley</i>	
2	June 8, 2023				CAPIC Conference	
3	Sept 28, 2023			<u>Professional Conduct</u> <i>Michael Huynh</i>		N/A
4	Nov 30, 2023	Annual General Meeting				N/A

Development Sessions						
MTG #	DATE	GOVERNANCE	CANADIAN IMMIGRATION ECOSYSTEM	REGULATION	OTHER	COST
SESSION 2024						
1	Mar 21, 2024		<u>International Student Issues</u> <i>Stan Belevici, Chairperson</i>			N/A
2	June 19, 2024		<u>International Student Issues</u> <i>Beata Pawlowska</i>	<u>Work Permits</u> <i>Stan Belevici, Chairperson</i> <i>Marty Baram, Director</i> <i>Richard Dennis, Director</i>		N/A
3	Sept 26, 2024	<u>DirectorPrep</u> <ul style="list-style-type: none"> • Core business/Purpose • Governance For Regulators • Board/CEO Relationship • What does good governance look like? <i>Scott Baldwin</i>		<u>Use of AI in IRCC Programs and in the Provision of Immigration and Citizenship Advice</u> <i>Peter Christensen</i> <i>Assistant Director, Admissibility, Immigration, Refugees and Citizenship Canada</i>		\$4,149.60
4	Dec 05, 2024				Draft College By-Laws	N/A

Development Sessions						
MTG #	DATE	GOVERNANCE	CANADIAN IMMIGRATION ECOSYSTEM	REGULATION	OTHER	COST
SESSION 2025						
1	Mar 2025	<u>Governance Solutions</u> <ul style="list-style-type: none"> • What is Governance? Why do Boards Exist? • Five Types of Boards: Why are there Different Kinds of Boards? • What are the roles of Board and Management in Direction and Control of an Organization • Distinctives of Not-for-Profit Boards' Best Practices • Distinctives of Regulatory Boards' Best Practices • Director Conduct: Duties of Loyalty and Care: Living Out Your Values • Conflict of Interest: What is it and What are Your Responsibilities <i>Rob DeRooy</i>				\$16,402.20
2	June 2025				<u>Independent Complaints Review Officer (ICRO) -</u> <ul style="list-style-type: none"> • Overview of the role of the ICRO <i>Lai-King Hum</i>	N/A

Development Sessions						
MTG #	DATE	GOVERNANCE	CANADIAN IMMIGRATION ECOSYSTEM	REGULATION	OTHER	COST
					<u>Tribunal Committee Chair - Cindy</u> • Overview of strategic contributions to organizational integrity and accountability. <i>_Ramkissoon-Shears</i>	
3	Sept 2025	<u>McGlashan Consulting</u> <u>Exploring Fiduciary Duties</u> Examination of fiduciary responsibilities: <ul style="list-style-type: none"> • Duty of Care • Duty of Loyalty • Duty of Obedience <u>Defining Roles, Boundaries, and Balance</u> <ul style="list-style-type: none"> • Clarify Governance vs. Operations • Distinguish the Board's oversight responsibilities from the organization's daily management, • Establish appropriate levels of Board involvement to ensure effective oversight 				\$17,000 est.

Development Sessions						
MTG #	DATE	GOVERNANCE	CANADIAN IMMIGRATION ECOSYSTEM	REGULATION	OTHER	COST
		<ul style="list-style-type: none"> Strengthen collaboration between the Board and executive leadership <p><u>Implications of Governance Concepts</u> interactive group sessions, to apply governance concepts to real-world scenarios by:</p> <ul style="list-style-type: none"> Working through practical examples Analyzing case studies to reinforce understanding and application <p style="text-align: right;"><i>Shona McGlashan</i></p>				
4	Nov 2025	Annual General Meeting				

FUTURE SESSIONS SUGGESTED BY DIRECTORS		
	TOPIC	POTENTIAL PRESENTER
1	Exploring Fiduciary Duties <ul style="list-style-type: none"> • Focused exploration of their fiduciary duties, emphasizing the critical role these responsibilities play in effective governance, ethical leadership, and organizational trust. • Duty of care, duty of loyalty, and duty of obedience 	3rd Party Presenter
2	Outcome related reporting <ul style="list-style-type: none"> • Development of metrics for measuring progress towards strategic objectives 	3rd Party Presenter
3	Financial Literacy <ul style="list-style-type: none"> • Finance and role of the Board • Auditors and the audited financial statements • Analysis of financial information 	3rd Party Presenter

RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	8.4 – Annual General Meeting
Subject:	Approval of Annual General Meeting Details
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Approval</i>

PURPOSE

This report presents the draft documentation for review and approval by the Board of Directors in preparation for the 2025 Annual General Meeting (AGM).

BACKGROUND

The College's By-laws require that the AGM be held within six months of the fiscal year-end, at a time and place in Canada as determined by the Board of Directors.
A record date must be set to determine which licensees are entitled to receive notice of and participate in the meeting. The notice must include a form of proxy.

ANALYSIS

Management recommends that the AGM be held on November 27, 2025, in Calgary, Alberta. Draft documents have been prepared based on this proposed date and location.

Record Date:

Transitional College By-laws require that the Board set the Record date for the AGM to determine which licensees will be eligible to receive notice of, attend, and participate in the meeting. Only licensees that are in good standing on the Record Date are eligible to participate and vote at the meeting.

- *Section 68.1 of the By-law:*
To be eligible to receive notice of, attend, participate and vote at a meeting of licensees, a licensee shall be in good standing on the record date of the meeting.

To meet the By-law's minimum notice requirement of 15 days before the meeting, management proposes issuing the Notice of Meeting on October 28, 2025, which exceeds the minimum required. Accordingly, the Record Date would be set as October 27, 2025, consistent with previous years and fully compliant.

- *Section 67.3 of the By-law:*

- *Notice of the time, place, and date of meeting of licensees shall be given at least fifteen (15) days before the date of the meeting to each licensee by sending notice by any of one of the methods set out in section 5.*

To exceed the minimum notice requirement, Management proposes that notice be issued on **October 28, 2025**. Accordingly, the Record Date would be set as **October 27, 2025**, which is consistent with previous years and fully compliant with the By-laws.

AGM DOCUMENTATION

Information Circular:

A revised Information Circular will be distributed to licensees as part of the AGM package. It provides key details to help licensees understand the meeting procedures and matters to be addressed, including:

Introduction	How Your Proxy Will be Voted
About the College	Solicitation of Proxies
General Voting Information	Votes Required for Approval
Who Can Vote	Quorum
Voting by Proxy	Business of the Meeting

Form of Proxy:

A Form of Proxy is included for licensees who are unable to attend the meeting and wish to appoint someone to vote on their behalf.

If no person is specifically named by the licensee, the proxy will default to the Chairperson of the Board and will be voted according to their discretion, unless otherwise directed on the form.

Licensees are encouraged to carefully review the accompanying Information Circular before assigning their proxy.

Order of Events:

An Order of Events will be included to outline the day's activities. This schedule is currently in draft form and will be updated as additional information becomes available, including any addition of Continuing Professional Development (CPD) sessions.

Draft Meeting Agenda:

A Meeting Agenda will be included in the AGM package. In accordance with the current By-laws,

- *Section 66.3 of the By-law:*
The agenda for an Annual Meeting will contain the following items:
 - a) the President & Chief Executive Officer's presentation of the Council's annual report and audited annual financial statements;*
 - b) the Chair's address to the meeting;*

- c) election of such Elected Directors as are to be elected;
d) questions from licensees to the Board; and
e) any additional matter the Board adds to the agenda.
There shall be no other business conducted at an Annual Meeting of licensees.*

The agenda is currently in draft form, pending confirmation of a potential video address from the Minister.

RECOMMENDATION

That the Board of Directors approve the proposed AGM planning items, including the record date and the draft documentation package.

POTENTIAL RISK(S)

1. Record Date Timing Risk

Risk: Setting the record date (October 27, 2025) too early or too late may exclude eligible licensees or create confusion about voting eligibility.

Mitigation:

- Timely communication to all licensees about the record date and its implications.
- Ensure strict compliance with the By-laws.

2. Proxy Handling and Voting Concerns

Risk: Misunderstanding about proxy defaulting to the Board Chairperson or mishandling of proxy forms.

Mitigation:

- Clearly explaining proxy rules in the circular;
- offering support to licensees completing their forms;
- Audit tracking of proxy submissions.

RESOLUTION

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.

NEXT STEPS

- The Corporate Secretary will work to finalize all details.
- The Corporate Secretary will issue the official Notice of Meeting to all licensees on October 28, 2025.

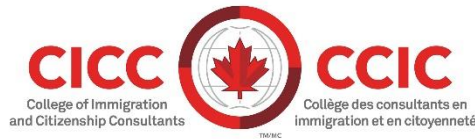
APPENDICES

- Draft AGM November 27, 2025, Information Circular
- Draft Proxy Form
- Draft Order of Events
- Draft Meeting Agenda

College of Immigration and Citizenship Consultants

**ANNUAL GENERAL MEETING OF LICENSEES
NOVEMBER 27, 2025
INFORMATION CIRCULAR**

Version: 2025-001
Last Modified: July 24, 2025



NOTICE OF ANNUAL GENERAL MEETING OF LICENSEES

NOTICE IS GIVEN THAT the Annual General Meeting (the "Meeting") of licensees of the COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS (the "College") will be held virtually and in-person at the (Venue to be confirmed), on **Thursday, November 27, 2025**, at 1:30 p.m. (Mountain Time), for the following purposes:

1. To approve the minutes of the Annual General Meeting (AGM) of the College of Immigration and Citizenship Consultants held on December 5, 2024;
2. To receive the President & CEO's presentation of the Annual Report;
3. To receive the Chairperson's address to the Meeting;
4. To introduce the Board of Directors to the licensees;
5. To permit licensees to ask questions of the Board and management of the College.

In preparation of the Meeting, to read or download the following documents:

[CLICK HERE](#)

1. Meeting Agenda
2. Meeting Circular (details of the business to be considered at the Meeting)
3. Order of Events
4. Minutes of the Annual General Meeting of December 5, 2024
5. College Annual Report (including the Audited Financial Statements)
6. Form of Proxy

Eligibility

Only licensees (RCICs and RISIAs) In Good Standing at the close of business on October 27, 2025, are eligible to attend (in-person or online) and vote at the Meeting.

Voting

Licensees will be able to vote in-person, online or by proxy on the agenda, the previous AGM minutes and the termination of the Meeting. In person voting will be conducted by using a cell phone with a link which will be provided at the Meeting. Please bring your cell phone to the Meeting.

Licensees who are unable to attend the Meeting may appoint a proxy holder to vote for them.

Deadline

Friday, November 21, 2025 before 5:00 p.m. (Eastern Time) is the deadline to register to attend the Meeting by webcast and vote online; to attend and vote in-person; and to submit a completed proxy form to secretariat@college-ic.ca.

Meeting day event schedule

In addition to the Meeting itself licensees will have the opportunity to attend the following events:

- 3:00 pm – 3:30 pm – Licensee Networking Event
- 3:45 pm – 4:45 pm – Licensee Education Session
- 4:45 pm – 6:00 pm – Licensee Networking Event – Meet the Board of Directors Reception

Dated at the College's Head Office at Burlington, Ontario, Canada this 28th day of October 2025.

BY ORDER OF THE BOARD OF DIRECTORS

Victoria Rumble
Corporate Secretary



October 28, 2025

Dear Licensees:

It is our pleasure to invite you to attend the Annual General Meeting of licensees (the "Meeting") of the College of Immigration and Citizenship Consultants (College) which will be held in-person/virtually on November 27, 2025, at 1:00 p.m. (Mountain Time).

During the business portion of the Meeting, you will receive information about the activities of the College. You will also be introduced to the transitional Board of Directors of the College, as prescribed in the *College of Immigration and Citizenship Consultants Act* (College Act) and have an opportunity to ask questions of the Board and College management.

This Information Circular and the Notice of Meeting describe in more detail the business to be conducted at the Meeting and how licensees may exercise their right to vote. We hope that you will take the time to read this Information Circular, and the Annual Report of the College which accompanies it, in advance of the Meeting.

Licensees may vote:

- by attending the Meeting in person;
- by attending the Meeting by webcast and voting online during the Meeting; or
- by completing and returning the form of proxy which accompanies this Information Circular in accordance with the instructions provided on the Form of Proxy.

We hope that you are able to attend the Meeting in person or by webcast.

THE FOLLOWING TEXT WILL BE UPDATED WHEN AVAILABLE:

In addition to the business portion, we welcome the Honourable Lena Diab, Minister of Immigration, Refugees and Citizenship who will provide remarks.

We look forward to seeing you (in-person or virtually) at the Meeting.

Sincerely,

Stan Belevici, RCIC-IRB
Chairperson of the Board of Directors

John W. Murray
President & Chief Executive Officer

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INTRODUCTION:

Unless stated otherwise, the information in this Information Circular is dated as of October 28, 2025.

On November 27, 2025, commencing at 1:00 p.m. (Mountain Time) the College of Immigration and Citizenship Consultants ("College") will hold an Annual General Meeting for the purposes set out in the Notice of Annual General Meeting of Licensees ("Notice of Meeting").

This information circular ("Information Circular") is furnished in connection with the solicitation of proxies by or on behalf of the Board of Directors of the College to all licensees of the College entitled to vote, for use at the Meeting, together with the Notice of Meeting and a form of proxy ("Form of Proxy").

ABOUT THE COLLEGE:

The College was created by an act of the Canadian Parliament: The *College of Immigration and Citizenship Consultants Act* (Canada) (the "College Act").

The College Act was passed by Parliament in June 2019.

Pursuant to an order of the Minister of Immigration, Refugees and Citizenship (the "Minister"), the Immigration Consultants of Canada Regulatory Council ("ICCRC") was continued as the College on November 23, 2021. The College licenses and regulates Canadian immigration and citizenship consultants, and international student immigration advisors in the public interest. Immigration and citizenship consultants licensed by and In Good Standing with the College are permitted to use the professional designation. Regulated Canadian Immigration Consultants ("RCICs"), and international student immigration advisors licensed by and In Good Standing with the College are permitted to use the professional designation Regulated International Student Immigration Advisor ("RISIA").

The College's role, its statutory authority, and its powers are set out in:

- The *College of Immigration and Citizenship Consultants Act*,
- The *Immigration and Refugee Protection Act*, and
- The *Citizenship Act*.

The College's statutory authority applies to immigration and citizenship consultants whether they practise in Canada or abroad.

The College fulfils its mandate to regulate its licensees in the public interest and protect the public by:

- Establishing and administering qualification standards, standards of practice, and continuing education requirements for licensees;
- Establishing and providing training and development programs for licensees;
- Ensuring compliance with the Code of Professional Conduct; and
- Undertaking public awareness activities.

GENERAL VOTING INFORMATION

RCICs and RISIAs ("licensees") In Good Standing may attend the Meeting in-person or online via webcast. Licensees who cannot attend the Meeting may appoint a proxy holder to vote for them.

WHO CAN VOTE:

Licensees In Good Standing as of October 27th, 2025, are entitled to vote and participate at the Meeting.

Voting at the Meeting will be facilitated by Zoom Inc, a third-party provider independent of the College, through electronic voting at the Meeting and an encrypted online platform for webcast attendees. All voting will be confidential. Licensees who attend in person are asked to bring their cellular phones to cast their electronic vote.

Licensees who wish to attend and vote at the Meeting by webcast are asked to register by logging into the Licensees section before 5:00 p.m. (Eastern Time) on Friday, November 21, 2025.

VOTING BY PROXY:

Licensees who wish to appoint a proxy holder must submit a completed Form of Proxy to the Corporate Secretary by 5:00 p.m. (Eastern Time) on Friday, November 21, 2025.

Voting by proxy means you are giving the persons or person named in your Form of Proxy the authority to attend the Meeting, or any adjournment or postponement thereof, and vote for you. The enclosed Form of Proxy names the Chairperson of the Board and his alternate, each a director of the College as your proxyholder. You have the right to appoint another person who must be a licensee of the College to be your proxyholder. To do so, fill in that person's name in the blank space located on the enclosed Form of Proxy and cross out the name of the Chairperson and his alternate. If you return the attached Form of Proxy to the College and have left the line for the proxyholder's name blank, then the Chairperson (or his alternate) will automatically become your proxyholder.

HOW YOUR PROXY WILL BE VOTED

On your Form of Proxy, you can indicate how you want your proxy holder to vote on the matters listed in the Notice of Meeting by checking the appropriate boxes on the Form of Proxy. If you have specified on the Form of Proxy how you want to vote on a particular matter, then your proxyholder must cast your votes as instructed. By checking "WITHHOLD FROM VOTING" on the Form of Proxy, where applicable, you will be abstaining from voting.

If you have NOT specified how to vote on a particular matter, your proxyholder is entitled to vote as they see fit. Please note that if your Form of Proxy does not specify how to vote on any particular matter, and if you have authorized the Chairperson (or his alternate) to act as your proxyholder (by leaving the line for the proxyholder's name blank on the Form of Proxy), the Chairperson (or his alternate) will vote your proxy "for" each of the ordinary Resolutions.

SOLICITATION OF PROXIES:

The solicitation of your proxy (your vote) is made by or on behalf of management of the College. Management requests that you fill out your Form of Proxy to ensure your vote is cast at the Meeting. If you leave the Form of Proxy blank, or if you do not specify how your proxy is to be

voted on particular resolutions, the Chairperson (or his alternate) will vote your proxy “for” each of the ordinary resolutions.

Solicitation of your proxy is expected to be made primarily by electronic mail. However, employees, officers or directors of the College, or agents engaged by the Board of Directors, may also contact you by telephone to ask for proxies to be returned.

VOTES REQUIRED FOR APPROVAL

A simple majority of the votes cast at the Meeting, online or by proxy is required for each of the matters scheduled to be voted upon at the Meeting to be approved by ordinary resolution.

QUORUM

In accordance with the By-law of the College, the quorum for the transaction of business at the Meeting is ten (10) licensees In Good Standing present in person or represented by proxy.

BUSINESS OF THE MEETING:

The College Act requires that a meeting of licensees be held each year within six (6) months of the financial year end of the College. Other College governance processes are set out in the College Act and will be further prescribed in Government Regulations to be promulgated under the College Act, and in the College By-laws to be made by the Board of Directors. It is anticipated that these Government Regulations and new College By-laws will be completed in mid-2025.

Until these new instruments are completed, approved and in force, the transitional provisions of the College Act provide for the By-laws and Regulations of the Immigration Consultants of Canada Regulatory Council (ICCRC), as these existed on November 23, 2021, to remain in effect. In accordance with the College Act and By-laws, business to be conducted at the Meeting is restricted to the following items:

1. To approve the minutes of the Annual General Meeting of the College of Immigration and Citizenship Consultants held on December 5, 2024.

The Annual General Meeting of the College was held on December 5, 2024. Minutes of this meeting accompany the notice of the Meeting.

2. To receive the President & CEO’s presentation of the Annual Report.

The Annual Report of the College was approved by the transitional Board on September 25, 2025, and released on October 29, 2025. The Annual Report provides detailed information about the College’s activities and includes the Audited Financial Statements for the College for the period July 1, 2024 - June 30, 2025. John Murray, President & CEO of the College, will review highlights from the Annual Report and financial statements and answer questions from licensees.

3. To receive the Chairperson's address to the Meeting.

Stan Belevici, RCIC-IRB, was elected Chairperson of the Board of Directors of ICCRC by the Board, following the 2020 Annual General Meeting. Pursuant to subsection 85(3) and paragraph 85(7)(e) of the College Act, Mr. Belevici remains as Chairperson of the transitional Board of the College. Mr. Belevici will provide his views on the progress of the College and the priorities of the transitional Board.

4. To introduce the Board of Directors to the licensees.

Subsection 85(3) of the College Act provides for the College to be governed by a transitional Board of Directors comprising four (4) licensees who were members of the ICCRC Board of Directors (including the Chairperson and Vice-Chairperson) immediately prior to the date of continuance, and five (5) non-licensees appointed by the Minister. This transitional Board remains in office until the Minister issues an order under subsection 17(2) of the College Act setting the final size and composition of the College Board of Directors. At that time, it is expected that the College will hold an election for the required number of licensee Directors.

As of the date of this Information Circular, the transitional Board of Directors of the College consists of:



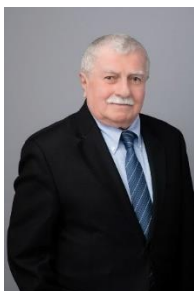
Stan Belevici, RCIC-IRB, Chairperson

Mr. Belevici has a background in international relations and immigration law, having worked for the European Commission's Technical Assistance to the Commonwealth of Independent States and Georgia (TACIS) program and Ernst & Young's Southeast Europe Legal Department.

After immigrating to Canada in 2002, he completed a master's degree in comparative law at McGill University and obtained his juris doctor degree in common law and transnational law from Université de Sherbrooke.

His current practice includes the development of immigration policies and processes, risk mitigation and workforce mobility solutions. As an RCIC-IRB licensee, he represents clients before the Immigration and Refugee Board of Canada on deportation orders, extradition requests and spousal sponsorship appeals.

Mr. Belevici was elected in 2016 to the Board of Directors of the Council, predecessor to the College and elected as Board Chair in 2020. Mr. Belevici became Chair of the College's transitional Board of Directors upon continuance of the Council to the College in 2021 and has served as chair since 2020.



John A. Burke, RCIC, Vice-Chairperson

Prior to starting his own immigration consulting practice in 1996, Mr. Burke worked with the federal public service for 29 years. He developed foreign worker policy, procedures and operational guidelines, both nationally and in the province of Ontario.

Mr. Burke also has experience in the automotive, manufacturing and construction sectors, providing strategic advice to employers, associations and trade unions. He supported senior corporate executives in the successful establishment of the Honda, Toyota and CAMI (a GM/Suzuki joint venture) automobile manufacturing plants in Ontario.

His current practice includes employment-based and business immigration matters. Mr. Burke was elected to the Council's Board of Directors in 2017 and served as Chair of the Board for 2 terms. Mr. Burke was elected as Vice-Chairperson of the Council's Board of Directors following the 2020 Annual General Meeting.



Marty Baram, RCIC, Director of SYMY Immigration Consultants and Recruitment

Mr. Baram is the Director of SYMY Immigration Consultants and Recruitment located in Edmonton, Alberta. His areas of expertise are labour market impact assessments, temporary resident applications and permanent residence applications.

He is an adjunct professor at Queen's University for the graduate diploma program in immigration and citizenship law. He formerly served as an instructor of the Immigration: Laws, Policies and Procedures program at the University of British Columbia.

Mr. Baram was elected in 2019 to the Council's Board of Directors and elected to serve on the College's transitional Board in 2021.



Normand Beaudry, Director of International Recruitment, Laval University

Mr. Beaudry has more than 15 years of experience in international management, marketing and student recruitment.

Since 2018, he has held the position of Director of International Recruitment at Université Laval, which welcomes nearly 8,000 international students yearly. Mr. Beaudry supervises or collaborates with RCICs or RISIAs daily. He also works to harmonize and develop international recruitment practices within the university.

Mr. Beaudry has been involved in several national and international organizations, including the CALDO consortium, REDRUQ (Regroupement des directeurs et directrices de recrutement des universités du Québec) and the Pôle régional en enseignement supérieur de la Capitale-Nationale. He currently serves as a Vice-President for the Subcommittee on International Student Recruitment for the BCI (Bureau de coopération interuniversitaire du Québec) and as a board member for MCUL (missions commerciales de l'Université Laval).

Mr. Beaudry was appointed to the transitional Board of the College in March 2022 and was reappointed for an additional 2-year term in 2024.

**Richard Dennis, RCIC**

Mr. Dennis served as a Designated Immigration Officer for 20 years at the Canadian Consulate General in Buffalo, New York.

In 1993, he established an immigration consulting business, specializing in federal skilled workers and family sponsorship.

Mr. Dennis joined the Council's Board of Directors in 2012 and was elected to serve on the transitional Board of the College in 2021.

**Tim D'Souza, CPA, Senior Vice-President, Finance and Business Operations, Diabetes Canada**

Mr. D'Souza has 30 years of finance, consulting and leadership experience. Over the course of his career, he has assisted non-governmental organizations, such as the Christian Children's Fund of Canada, and private sector companies, including IBM and Sun Life, to develop and execute strategy and operational improvements.

He currently serves as a Senior Vice-President for Diabetes Canada overseeing finance, procurement, risk, information technology and human resources. He also owns and operates a company that designs and delivers courses for several post-secondary institutions in Canada. Mr. D'Souza sits on the Board of Directors for OMERS Sponsors Corporation, the Canada Revenue Agency and the Ontario Internal Audit Committee.

Mr. D'Souza served on the Council's Board of Directors from June 2019 until November of 2021. He was appointed to the transitional Board of the College in March 2022 and as Chair of the Finance and Audit Committee in June 2022. He was reappointed for an additional 2-year term in 2024.

**Jennifer Henry, Executive Minister, Organizational Development and Strategy, The United Church of Canada**

Ms. Henry has worked for 3 decades as a national and global advocate for human rights and ecological justice, addressing root causes of displacement.

From 2012 to 2020, she served as Executive Director of the social justice organization KAIROS, with a mandate that included Indigenous solidarity, the advancement of women's rights in conflict zones, climate justice and migrant and refugee rights.

Ms. Henry brought her expertise in non-profit management to the United Church of Canada where she leads a unit focused on strategic planning, communications, research and development and growth.

She holds a bachelor of arts and social work from the University of Manitoba, master of social work and theological studies from the University of Toronto and an honorary doctorate from Saskatoon Lutheran Seminary. She is also accredited as a United Church Minister.

Ms. Henry was appointed to the transitional Board of the College in March 2022 and was reappointed for an additional 2-year term in 2024.



Ben Rempel, Former Assistant Deputy Minister of Immigration, Manitoba

Mr. Rempel has served in a variety of leadership, policy development and program roles related to immigration, international education and the recognition of international qualifications.

As an Assistant Deputy Minister of Immigration in Manitoba, Mr. Rempel led the province's immigration and international education strategies. He supported the development of several regulatory initiatives, including fair practices in qualifications recognition and a licensing regime for worker recruitment.

He has led talent attraction missions, negotiated bilateral international agreements supporting ethical recruitment practices and co-chaired Federal-Provincial-Territorial tables on immigration, qualifications recognition and international education.

Mr. Rempel has served in a governance role with the boards of several non-governmental organizations.

He was appointed to the transitional Board of the College in March 2022 and reappointed for an additional 2-year term in 2024.



Gagan Jot "Jyoti" Singh, Executive Director of Rexdale Women's Centre

Ms. Singh has more than 15 years of leadership experience in community-based programming and policy administration, with a focus on working with disadvantaged populations. She currently serves as Executive Director of the Rexdale Women's Centre, which supports immigrant, refugee and newcomer women and their families.

Her post-secondary degrees include a master's degree in public policy and administration from Carleton University. She was the former executive director of the Elizabeth Fry Society of Manitoba and held managerial roles with Access Employment and End Homelessness Winnipeg. She has also owned several small businesses.

Ms. Singh was appointed to the transitional Board of the College in May of 2022 and reappointed for an additional 2-year term in 2024.



Alexis Graham, Director General, Humanitarian and Complementary Pathways, Immigration, Refugees and Citizenship Canada Ministerial Observer

Ms. Graham was designated as ministerial observer on the Board of Directors of the College pursuant to section 76 of the College Act in 2022.

5. To permit licensees to ask questions of the Board and Management of the College.

Messrs. Belevici and Murray will answer questions from Meeting attendees on behalf of the Board and management of the College. Attendees may submit questions in writing in advance of the Meeting to secretariat@college-ic.ca,. Webcast attendees may submit questions in advance to secretariat@college-ic.ca.

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

PROXY

This is a form of proxy for the College of Immigration and Citizenship Consultants (College) Annual General Meeting (AGM) of licensees on Thursday, November 27, 2025, at 1:30 p.m. MT at the (venue to be confirmed). By completing and signing this form, a **licensee unable to attend** the AGM may appoint a proxy holder of their choice (and other than a person designated by this form) to attend and vote in the name of the licensee at the AGM.

I, _____ the undersigned (the licensee completing the proxy form),
(Print Licensee's Name and College ID Number)

being a licensee of the College and entitled to attend and vote at the AGM appoint,

Name: _____ College ID Number _____
(Print name of appointed proxy holder clearly) (proxy holder's College ID Number)

or instead of them, Stan Belevici, RCIC-IRB, or instead of him, John A. Burke, RCIC as proxy holder (the "Proxy Holder") with power of substitution, to attend and vote in the name of the undersigned licensee at the AGM (including any continuation after any adjournment). If you do not insert a name on the line above, then Stan Belevici, RCIC-IRB or John A. Burke, RCIC will become your Proxy Holder.

The undersigned confers discretionary authority upon the Proxy Holder relating to any amendments to matters identified in the Notice of AGM or other matters that may properly come before the meeting. The undersigned instructs the Proxy Holder to abstain, or vote in favour or against, the specific resolutions set out below, and to act in accordance with their instructions on any ballot that may be called for on which they have authorized the Proxy Holder to vote. (See back of form/attached page for resolution summaries.)

	YES <i>in favour</i>	NO <i>against</i>	WITHHOLD <i>(abstain)</i>
RESOLUTION 1			
RESOLUTION 2			
RESOLUTION 3			

DEADLINE: For the proxy appointment to be effective, the College must receive this form before **Friday, November 21, 2025, at 5 p.m. (Eastern Time)**.

MAIL, DELIVER, SCAN AND E-MAIL OR FAX
THIS PROXY TO:

Corporate Secretary
College of Immigration and Citizenship Consultants
5500 North Service Road, Suite 1002
Burlington, Ontario Canada L7L 6W6
Fax 1-877-315-9868
Email secretariat@college-ic.ca

DATED: THIS _____ DAY OF _____, 2025. IN THE CITY OF _____

Licensee's Name (please print) _____

College ID Number _____ Licensee's Signature _____

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

SUMMARY OF RESOLUTIONS PROPOSED AT THE ANNUAL GENERAL MEETING OF LICENSEES NOVEMBER 27, 2025

RESOLUTION NO.	MOTION	EXPLANATION
RESOLUTION 1	Approval of Agenda for the Meeting	This is procedural and occurs at every Annual Meeting.
RESOLUTION 2	Approval of Minutes of the General Meeting of the College held December 5, 2024	This is procedural and occurs at every Annual Meeting.
RESOLUTION 3	Termination of Meeting	This is procedural and occurs at every Annual Meeting.

For licensee reference: Section 67.7 of the By-laws relating to Proxies

67.7 Proxies

Every licensee In Good Standing may by means of a proxy appoint an individual who shall be a licensee. In Good Standing, as nominee for the licensee, to attend and act at a meeting of licensees. A proxy shall be in writing, and any notice calling a meeting of licensees shall include a form of proxy, or a reminder of a voting licensee's right to use a proxy. A proxy shall be executed by the licensee In Good Standing or the attorney of the licensee authorized in writing and ceases to be valid one year from its date. Subject to the requirements of law, a proxy may be in such form as the Board or its delegate from time to time prescribes, provided however that the Board may by resolution from time to time fix a time not earlier than the close of business five (5) Business Days preceding any meeting or adjourned meeting of licensees before which time proxies to be used at that meeting must be deposited with the Council, and any period of time so fixed shall be specified in the notice calling the meeting

68.2 Majority Determines

Each licensee in attendance in person or by proxy at a meeting of licensees is entitled to cast one (1) vote. All questions proposed for consideration at a meeting of licensees shall be determined by a majority of the votes cast by licensees In Good standing, provided however that it shall be the responsibility of the Board or its delegate to ensure that the mechanisms adopted from time to time for calculating the votes are fair, equitable and accurate.

68.3 Electronic or Telephone Voting

The Directors may provide for licensees to vote by telephonic, electronic, or other communication facility. Such alternative means of voting must:

- (a) allow for verification that the votes are made by the licensees entitled to vote; and
- (b) not allow the Council to identify how each licensee voted.

68.4 In-person Voting at a Meeting of Licensees

The Directors may provide for licensees in attendance at a meeting of licensees to vote by a show of hands, a prescribed voting card or by the use of a wireless audience voting device.

68.5 Adjournments

Any meeting of licensees may be adjourned to any time and from time to time, and any business may be transacted at any adjourned meeting that might have been transacted at the original meeting from which the adjournment took place, but no business may be transacted at any re-convened meeting other than business which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same. No notice is required of any adjourned meeting.

68.6 Rules of Order

In all cases for which no specific provision is prescribed by law or made in the By-laws, the rules and practice of the latest edition of Robert's Rules of Order shall govern as far as applicable, provided that no action of the Council or of the Board shall be invalid by reason only of an inadvertent failure to adhere to such rules.

Order of Events

THURSDAY, NOVEMBER 27, 2025 TO BE HELD AT (VENUE TO BE FINALIZED) CALGARY, ALBERTA	
1:30 – 3:30 pm	Annual General Meeting of Licensees
3:30 pm	TERMINATION OF ANNUAL GENEAL MEETING
3:30 – 3:40 pm	COURTESY BREAK
3:30 – 5:00 pm	Licensee Education Session (TBD)
5:00 – 6:00 pm	LICENSEE NETWORKING EVENT – MEET THE BOARD OF DIRECTORS RECEPTION

Annual General Meeting
To be held at (Venue to be confirmed) on
Thursday November 27, 2025 1:30 PM – 3:30 PM MT

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
1	1:30 5 mins	Welcome and Meeting Introduction National Anthem	Victoria Rumble	N/A
2	1:35 2 mins	Land Acknowledgement	Victoria Rumble	N/A
3	1:37 15 mins	Remarks from the Minister of Immigration, Refugees and Citizenship	Hon. Lena Diab	Presentation
4	1:52 2 mins	Introductory Comments	Victoria Rumble	N/A
5	1:54 1 min	Call to Order	Stan Belevici	N/A
6	1:55 3 mins	Proof of Notice of Meeting	Victoria Rumble	N/A
7	1:58 2 mins	Scrutineer's Report – Declaration of Quorum	Victoria Rumble	N/A
8	2:00 5 mins	Introduction to Audience Voting Procedure	Victoria Rumble	N/A
9	2:05 5 mins	Approval of Agenda Tab A – Proposed Agenda	Stan Belevici	Approval (motion)
10	2:10 5 mins	Approval of Minutes Tab B – Minutes of AGM December 5, 2024	Stan Belevici	Approval (motion)
11	2:15 10 mins	Report of the President & Chief Executive Officer	John Murray	Presentation

#	Time	Topic	Presenter	A/D
12	2:25 10 mins	Report of the Chairperson of the Board of Directors	Stan Belevici	Presentation
13	2:35 5 mins	Introduction of Transitional Board of Directors	Stan Belevici	Presentation
14	2:40 45 mins	Question and Answer Period	Stan Belevici John Murray	Presentation
15	3:25 5 mins	Closing Remarks	Stan Belevici John Murray	Presentation
16	3:30	Termination	Stan Belevici	Approval (motion)

3:45 – 5:00 pm	Licensee Education Session (TBD)
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5:00 – 6:00 pm	<p>PLEASE JOIN US</p> <p>You are invited to the Licensee Networking Event – Meet the Board of Directors Reception (location TBD)</p>
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RESOLUTION

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	8.5 – Draft Annual Report 2025
Subject:	2025 Annual Report
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Decision</i>

PURPOSE

The Board of Directors is asked to review and approve the Draft 2025 Annual Report.

BACKGROUND

The Communications and Stakeholder Relations (CSR) team, together with its partners across the College, has developed the Draft 2025 Annual Report. As required, the College must submit the final Annual Report to the Minister of Immigration, Refugees and Citizenship by October 28, 2025, after which it will be publicly posted on the College's website and social media channels. The College is on track to meet this deadline. GNC approved the draft annual report on July 24, 2025.

ANALYSIS

This version of the report incorporates feedback shared by Members of the Board of Directors, including:

- 1) A renewed, robust narrative focus on the work of Professional Conduct (PC) with respect to strong regulatory decisions and outcomes in the public interest, process improvements and legacy file reductions.
- 2) A new "Our History" spread outlining the College's milestones since its inception (post Council).
- 3) The inclusion of testimonials from licensees who have written to the College to express gratitude for programs, outcomes and services.
- 4) A message from the Chairperson expressing optimism about the profession and the opportunities that continue to be available to those thinking of becoming a licensee.
- 5) A series of short stories on accomplishments of each area of work, including the draft College Act Regulations.
- 6) A piece outlining the progress against the Strategic Plan.

RECOMMENDATION

It is the Governance and Nominating Committee's recommendation that Board of Directors approves the Draft 2025 Annual Report.

POTENTIAL RISK(S)

There are no identified potential risks.

RESOLUTION

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

NEXT STEPS

Upon approval, CSR will take the following actions:

- Ensure that the final French and English documents meet all accessibility requirements.
- Await audited financial statements expected in late September, which will be reviewed, signed and inserted into the final 2025 Annual Report.

APPENDICES

- Annual Report EN as of 11 Sept2025.pdf
- Annual Report FR as of 11 Sept2025.pdf

DRAFT

Professionalism and Accountability in the Public Interest

DRAFT

DRAFT

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DRAFT

Message from the Chairperson

Like so many fellow licensees, I take great pride in our profession and the critical role it plays in helping prospective newcomers on their immigration journey.

Every person who seeks immigration and citizenship advice should have informed choice and access to a licensee of the College. Through the Public Register, the College provides the public with a tool to verify the status of licensees and avoid inadvertently engaging an Unauthorized Practitioner (UAP).

According to recent data from Immigration, Refugees and Citizenship Canada (IRCC), we know that immigration to Canada continues to reach record highs and only a small percentage of newcomers engage a lawyer or consultant.

For those considering a career in immigration consulting, now is the time to enrol in graduate diploma programs at Queen's University or the Université de Montréal, the only recognized pathways to becoming licensed as a Regulated Canadian Immigration Consultant (RCIC). Those interested in a career as a Regulated International Student Immigration Advisor (RISIA) can enrol in the International Students and Immigration Education Program (ISIEP) offered by the Canadian Bureau for International Education (CBIE). We welcome the next generation of licensees that will uphold high ethical standards and serve in the public interest.

Over the past year, the Board has overseen progress on the College's 4 strategic objectives: elevating professional standards and compliance, combating UAPs, enhancing stakeholder communications and strengthening the College's sustainability through organizational capacity building.

In particular, this annual report highlights that through a steady cadence of public education and stakeholder engagement, the College has raised awareness of the Public Register and the dangers posed by UAPs. We have also worked to enhance competency frameworks for licensees and align programs to ensure that curriculum and pedagogy reflect current practice needs.

On behalf of the Board of Directors, I would like to thank College staff and the Leadership Team for their dedication and continued commitment to professionalism and accountability in the public interest.



A stylized, handwritten signature in black ink, appearing to read 'Stan Belevici'.

Stan Belevici, LLL, LLM, JD, RCIC-IRB
Chairperson of the Board of Directors

*“I take great pride
in our profession
and the critical
role it plays in
helping prospective
newcomers on
their immigration
journey.”*

DRAFT

Message from the President & CEO, Registrar

Every year, thousands of prospective newcomers look to make Canada their home. The immigration journey can be complex, especially when UAPs exploit vulnerable people seeking help with navigating the system. UAPs pose significant risks to the public as they are not regulated or licensed.

Combating UAPs through enforcement, public awareness and licensing continues to be a strategic priority and significant progress has been made this year. In collaboration with federal law enforcement partners, the College shut down 5,390 websites and social media pages advertising UAPs.

Through public awareness and stakeholder engagement, the College continues to reinforce that the Public Register is the best tool to help avoid unknowingly working with a UAP.

This year's fraud prevention campaign ran domestically and in 16 of Canada's top source countries for newcomers, encouraging people to verify the status of immigration consultants via the Public Register. The campaign ran in English, French, Hindi, Punjabi, Arabic and Simplified Chinese. In total, social media and transit ads earned more than 210 million impressions and drove 507,160 users to the Public Register.

Operationally, the College has implemented improvements to the disciplinary process, helping to clear historic cases, reduce decision-making time on current cases and prioritize those that pose significant public risk.

We have worked with partners and governments across the country to address critical issues in the sector and to educate stakeholders on the work of licensees and the College.

The College also took an active role in the public consultation process for the draft College Act Regulations, hosting informational webinars with IRCC to facilitate licensee engagement and submitting comprehensive feedback.

Together with our partners and stakeholders, I look forward to building on this critical work to protect the public by licensing and regulating immigration and citizenship consultants in the public interest.



A stylized, handwritten signature in dark ink, appearing to read 'John Murray'.

John Murray, BA, LLB, LLM
President & CEO, Registrar

“I look forward to building on the critical work to protect the public by regulating and licensing immigration and citizenship consultants in the public interest.”

DRAFT

2025 Strategic Plan Accomplishments

PROFESSIONAL STANDARDS AND COMPLIANCE

- Achieved licensee satisfaction score of 90% or higher in each of the College's educational programs – Practice Management Education (PME), Specialization Program (SP) and New-Licensee Mentoring Program.
- Conducted a benchmark study on standards of practice to uphold essential competencies for licensees. The findings validated the College's approach to developing the Entry-to-Practice Exam (EPE), pre-licence programs, education programs and continuous professional development.
- College staff presented at 7 international conferences to raise awareness of the role of the College and drive collaborative dialogue with global regulators, academics and sector leaders on the College's research, program, standards and policy direction.
- Implemented key changes to the disciplinary processes that are helping to clear historic complaint cases and reduce wait times on new cases.
 - » Since November 2021, nearly 85% of inherited historic cases have been resolved.
 - » Despite an increase in the volume of new complaint cases in the past fiscal year, total open cases are down by 10%.
- Improved the College's complaint handling process, which was validated by the Independent Complaints Review Officer. The ICRO, who is appointed by the Board, considers whether the procedures used by the College in its handling of complaints are fair and free of errors in fact or in law.

UNAUTHORIZED PRACTITIONERS (UAPS)

- Shut down 5,390 UAP websites and social media pages to combat immigration fraud.
- Executed a new multilingual marketing campaign to educate the public on immigration fraud and drive traffic to the Public Register.
 - » Campaign ran on social media both domestically and in 16 of Canada's top source countries for immigration.
 - » Domestic transit ads resulted in 6.8 million total impressions.
 - » Total campaign impressions reached 210 million.
 - » Drove 507,160 total users to the Public Register over a 2-month period.

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STAKEHOLDER COMMUNICATION

- Participated in licensee events and immigration fairs in 4 cities across Canada to raise awareness about the role of the College and licensees.
- Engaged provincial and federal governments, and key stakeholders to strengthen collaboration and combat UAPs.
- Conducted surveys and webinars for licensees in English and French to provide education on the proposed College Act Regulations and encourage participation in the public consultation process.
- Submitted a detailed formal comment letter to IRCC on the proposed College Act Regulations, which included feedback raised by licensees.

SUSTAINABILITY

- Acknowledged complaint submissions made through the College Portal within 3 business days.
- Maintained an average response time of less than 2 business days for email inquiries from licensees to the Registration Department.
- 97% of licensees completed the Annual Renewal application through the College Portal without staff assistance.
- Continued the College's records management project to support legislative compliance and operational requirements.
- Fulfilled 100% of formal information requests within legislated timelines. This included 9 Access to Information Act requests and 14 Privacy Act requests.
- Completed the initial drafts of the College's new diversity, equity and inclusion strategy and statement of commitment.

“I looked forward to taking the Practice Management Education program and am confident it will strengthen my future practice. The College’s use of practical examples to reinforce key lessons made my learning experience engaging and effective.”

– RCIC

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About the College

The College is the authority mandated by the Government of Canada to license and regulate the practice of Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISIAs). Its role, authority and powers are established in the *College of Immigration and Citizenship Consultants Act* (Canada). The College sets and enforces the licensing, education and ethical standards of the profession, in the public interest.

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VISION

Every person who seeks Canadian immigration and citizenship advice has informed choice and access to a College licensee who consistently offers professional services.

PURPOSE

To regulate immigration and citizenship consultants in the public interest and protect the public, including by:

- establishing and administering qualification standards, standards of practice and continuing education requirements for licensees;
- establishing and providing training and development programs for licensees;
- ensuring compliance with the Code of Professional Conduct; and
- undertaking public awareness activities.

VALUES

Transparency

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

Integrity

Maintain the highest moral and ethical standards.

Accountability

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

Excellence

Achieve excellence in all endeavours.

Fairness

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

Communication

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

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Our History

The College was created by an act of Canadian Parliament, the *College of Immigration and Citizenship Consultants Act (Canada)* (College Act), passed in June 2019.

The College Act was proclaimed in force as of December of 2020, and the College became operational on November 23, 2021, pursuant to Ministerial Order.

The College Act gives the College investigative and enforcement powers as a professional regulatory organization operating at arms length from the government of Canada.

From its inception, the College has made great strides with its new statutory authority to license and regulate Canadian immigration and citizenship consultants, whether they practise in Canada or abroad.

The College takes a threefold approach to protect the public from UAPs and immigration fraud – increasing the competency of licensees, regulating licensees through requiring compliance with standards of practice, and raising public awareness of the Public Register of regulated, licensed immigration consultants.

Essential competencies were developed and further revised to identify and describe the knowledge, skills and judgment RCICs and RISIAs need to represent clients effectively. These essential competencies along with the Code of Professional Conduct (Code) set out the ethical and professional requirements for all licensees.

The College has also improved its complaint investigation process, helping to clear historic cases and reduce wait times on new cases.

The Entry-to-Practice Exams (EPE) for both RCIC and RISIA licensees have evolved from knowledge-based to competency-based, assuring the public that licensee candidates have the required knowledge, skills and judgement to provide competent and ethical immigration consulting services.

The New-Licensee Mentoring Program was established to address gaps in practical experience among new licensees.

The PME program provides RCICs with the competency-based education, tools and resources they need to maintain a competent practice and ensure public protection. Courses and materials in this mandatory program are continually enhanced by the College to meet changing competency requirements. Continuing Professional Development (CPD) activities have been assessed to enable licensees to meet new standards.

These rigorous standards are in addition to the recent change that requires new licensees to successfully complete the Graduate Diploma Program through Queen's University or the Université de Montréal, which are the only accredited pathways to becoming an RCIC.

To be licensed as a RISIA, candidates must complete the International Students and Immigration Education Program (ISIEP) offered by the Canadian Bureau for International Education (CBIE) and successfully pass the RISIA EPE.

The College has raised public awareness of the dangers posed by UAPs and increased traffic to the Public Register through annual fraud prevention campaigns, which run domestically and abroad.

Additionally, College-led enforcement activities over the past 2 years have shut down 7,636 websites and social media pages advertising UAPs.

Strengthening government relations and strategic partnerships remain key priorities for the College, especially as it awaits the new College Act Regulations. These Regulations and the new College By-laws that will follow, will complete the regulatory framework to enhance the College's ability to effectively govern licensees and protect the public.

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“Your guidance helped me better understand how to protect myself as a client and verify the legitimacy of an immigration consultant. In a vulnerable situation like mine, clear and accessible support like yours truly matters — both emotionally and practically. I sincerely appreciate the work you do to ensure professional standards are upheld.”

– Member of the public on support from College staff

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2025 By the Numbers: RCICs

PREFERRED LANGUAGE



94% English (11,246)

6% French (748)

GENDER



53% Female (6,316)

<1% Unspecified (78)

47% Male (5,600)

AGE



37% 18-39 (4,440)

10% 60+ (1,153)

53% 40-59 (6,391)

<1% Unknown (10)

YEARS OF PRACTICE AS AN RCIC



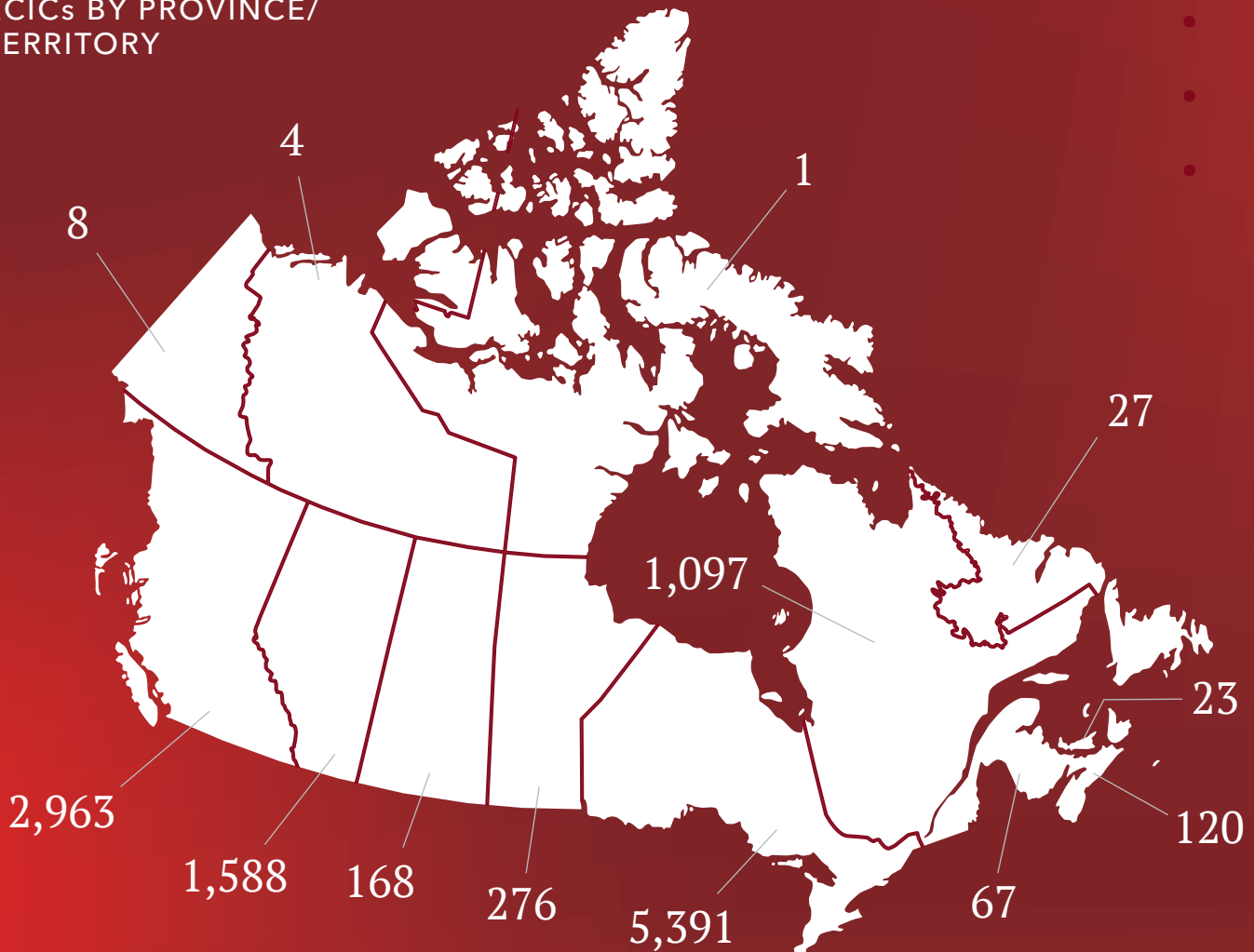
54.3% 0-4 (6,509)

18.3% 10+ (2,195)

27.4% 5-9 (3,290)

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RCICs BY PROVINCE/ TERRITORY



11,994

RCICs in good standing
at June 30, 2025.

470

RCICs were licensed
within the past year.

6%

Attrition rate over the past
year, representing 753 RCIC
resignations, revocations
and deaths.

2,076

RCICs have their RCIC-
IRB class of licence.

11,733

RCICs reside in Canada.
This is 98% of total RCICs.

261

RCICs reside internationally.
This is 2% of total RCICs.

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2025 By the Numbers: RISIAs

PREFERRED LANGUAGE



81% English (413)

19% French (94)

GENDER



62.5% Female (317)

17% Unspecified (86)

20.5% Male (104)

AGE



42% 18-39 (214)

3% 60+ (15)

55% 40-59 (278)

YEARS OF PRACTICE AS AN RISIA

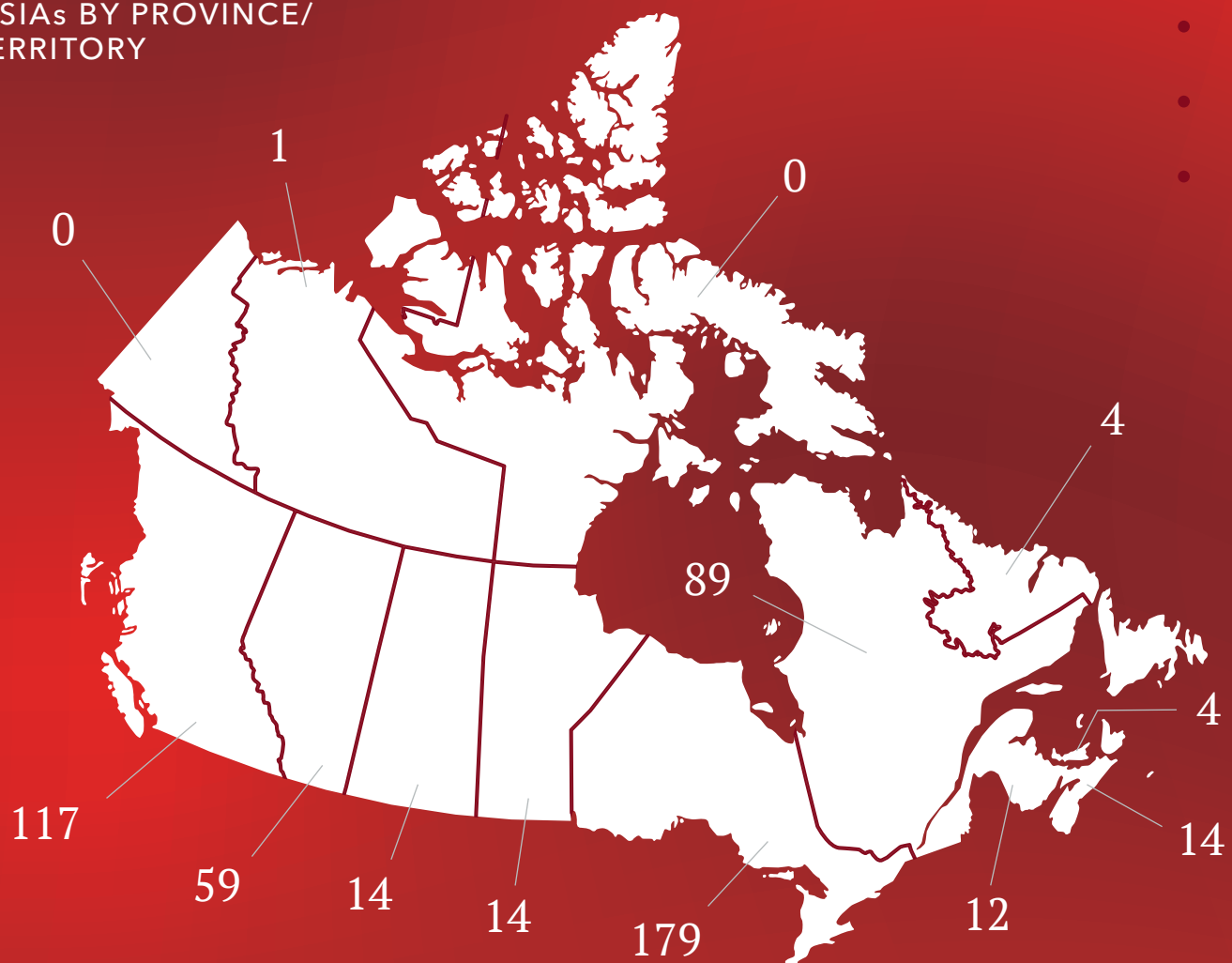


68% 0-4 (346)

32% 5-9 (161)

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RISIAs BY PROVINCE/ TERRITORY



507

RISIAs in good standing
at June 30, 2025.

99

RISIAs were licensed
within the past year.

7%

Attrition rate over the past
year, representing 33 RISIA
resignations, revocations
and deaths.

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Professional Conduct

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Professional Conduct: By the Numbers

The College monitors and enforces licensee compliance with the Code of Professional Conduct and investigates and resolves complaints about licensees through a fair and objective process.

July 1, 2024 to June 30, 2025

New cases	1,211
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At June 30, 2025

Cases closed	1,366
By Intake	423
By Early Resolution	401
By Investigations	170
By Complaints Committee	272
By Fitness to Practise Committee	1
By Discipline Committee	99
Open cases	*1,375

July 1, 2024 to June 30, 2025

Discipline outcomes	
Licensee Suspensions	7
Licensee Revocations	8

**68% of open cases are attributable to 1%, or 126, licensees.*

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Making Disciplinary Decisions More Accessible

The College's Public Register allows prospective newcomers to verify that a Canadian immigration consultant is a licensee in good standing before engaging their services.

Changes to the Public Register have been put in place to align with the College's strategic goal to combat UAPs through enforcement, public awareness and licensing.

In February, the College made it easier for members of the public to access information on the Public Register about disciplinary proceedings, past decisions and whether a consultant is legally entitled to practise.

Details about any revocations, suspensions and current and past proceedings are posted on the Public Register and are now accessible through fewer clicks. This information helps the public make an informed decision before deciding to work with a consultant.

Current disciplinary proceedings and past decisions remain available for viewing on the Disciplinary Proceedings and Tribunal page on the College website.

Over the past year, the College has also made improvements to the disciplinary process, helping to clear historic cases, reduce decision-making time on current cases and prioritize those that pose significant public risk.

Combating UAPs Through Enforcement

The College shut down 5,390 UAP websites and social media pages in the past year as part of its efforts to combat immigration fraud.

Combating UAPs remains a strategic priority, as they pose a significant risk to the public. UAPs are not regulated or licensed by the College and illegally offer immigration services to prospective newcomers. UAPs may impersonate licensees and defraud their unsuspecting victims.

College investigators proactively monitor suspected UAP websites and social media accounts. They respond to reports of potential UAP activities from the public, licensees and partner organizations.

Enforcement actions include reporting UAP accounts as fraudulent to social media companies, such as Facebook and X, taking action against trademark infringement and targeting websites for violating the College By-laws.

The College specifically targets UAPs physically located in Canada, where court injunctions can be sought to stop their operations. In cases of suspected criminal activity, information can be disclosed to law enforcement, including the Canada Border Services Agency (CBSA).

Collaboration with law enforcement partners is critical and the College is committed to strengthening these relationships to address the issue of UAPs and immigration fraud.

Members of the public are encouraged to consult the Public Register before engaging the services of an immigration consultant. Additionally, people should only use the contact information found on the Public Register to communicate with licensees. This will help avoid hiring a UAP who may be posing as a licensee.

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Resolving Complaints More Effectively

Over the past year, the College has implemented key changes to its complaint handling processes that are helping to clear historic cases and reduce wait times on new cases.

From its inception, the College was tasked with investigating and resolving more than 1,600 historic cases that had been filed with its predecessor, Immigration Consultants of Canada Regulatory Council (Council). Since November 2021, nearly 85% of these cases have been resolved, reducing the number of historic cases in process to 247.

Critical shifts driving success in this area include finding efficiencies in the process to deal with existing complaints, reassessing how to address existing complaints, and a new complaints portal which allows complainants to check on the status of their matter as soon as they are filed. Reassessing the public risk level of existing complaints and gathering further information earlier in the complaint handling process has been key to easing the backlog.

The College's Professional Conduct teams work collaboratively to better assess and triage the level of response needed to protect the public when new complaints are filed. They also use less adversarial approaches to complaint handling cases when appropriate such as early resolution, cautions or guidance.

Applying these approaches to new complaints has resulted in the College's ability to prioritize high-risk matters and to consider the complaint and disciplinary history of a licensee as part of the risk process. These changes have resulted in the ability to more effectively close cases in the public interest.

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*Year at
a Glance*

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Strengthening Practice Excellence Through Education

The College delivers programs to maintain and enhance licensee knowledge and skills, which are essential to the commitment licensees make each year to practise in the public interest.

Over the past year, licensee satisfaction rates ranked higher than 90% across all programs. To meet growing demand for registration, the College increased capacity by adding more groups to the Specialization Program (SP) and accommodating more licensees in the New-Licensee Mentoring Program.

The SP provides RCICs with the required knowledge, skills and judgment to practise before the Immigration and Refugee Board of Canada (IRB) safely and ethically in the public interest. Since its launch, more than 1,700 licensees have completed the SP, including more than 350 in the past year. A milestone was achieved when the one hundredth group completed the program in June 2025.

The New-Licensee Mentoring Program is designed to improve competence and ethical practice through hands-on experience in a group format. Since its launch in 2021, 947 licensees have registered for the program, including 579 in the past year.

Additionally, more than 100 experienced licensees have come forward to serve as mentors. This opportunity helps develop leadership skills, while guiding and supporting mentees on their path to success in the profession.

Over the past year, 564 Practice Management Education (PME) sessions were held in both English and French. PME courses guide licensees in applying the Code, the Regulations and the By-laws. The College also requires licensees to participate in CPD activities annually, which is critical to maintaining and enhancing their competence.

As immigration policies, regulations and the sector evolves, the College remains committed to providing the best learning opportunities for licensees to expand their skills to best support prospective newcomers through their immigration journey.

90% +

Licensee satisfaction
rates across all programs.

350 +

Licensees completed the
Specialization Program
in the past year.

579

Licensees registered for the
New-Licensee Mentoring
Program in the past year.

564

PME sessions held
in the past year.

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Advancing Research and Policy for Public Protection

The College's strategic partnerships and research initiatives are guided by its commitment to advancing a public protection mandate and driving regulatory best practices.

In July 2024, the College launched its first Research Fellowship. This study will inform public awareness strategies, accessibility of licensee services and the risks of unregulated immigration advice. This research is funded by a Mitacs grant, an organization that facilitates partnerships between industry and academia to find innovative solutions to real-world industry challenges. The study is being conducted in collaboration with the Canada Excellence Research Chair in Migration and Integration (CERC Migration) at Toronto Metropolitan University.

The College also conducted the 2025 Comprehensive Benchmark Study, which reaffirmed the integrity, relevance and regulatory utility of the College's competency frameworks for RCIC and RISIA practice. These frameworks outline professional expectations and are the foundation of an effective licensing system.

The study involved rigorous, multi-stage research and broad licensee engagement. Findings validated that the College's frameworks align with a public protection mandate and current professional and immigration sector realities. The College will continue to embed evidence-based standards that define, assess and uphold professional competence in its programs, exams and continuing professional development activities.

Over the past year, the College renewed the accreditation status of the CBIE. This aligns with the College's efforts to support regulatory excellence for organizations that educate those studying to become RISIAs.

The College advanced its position as a leader in research-informed regulatory innovation by presenting at numerous sector events and conferences. Topics included the strategic integration of science in professional regulation, the essential role of licensees in public protection, the emerging influence of artificial intelligence in the regulatory sector, the exploration of economic, political, and regulatory drivers shaping global workforce governance and the importance of trauma-informed approaches in regulatory practice.

Building on the success of its research initiatives and ongoing collaboration with industry thought leaders, the College continues to engage in meaningful dialogue and pursue innovative solutions and standards that uphold its mission to protect the public.

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Driving Stakeholder and Government Relations

As the immigration landscape in Canada continues to evolve, the College actively engages with key stakeholders and government partners.

Over the past year, the College has met with federal and provincial government officials from coast to coast. Meetings were held with Ministers, Members of Parliament, parliamentary staff, IRCC and the IRB to discuss the College's role and educate on the importance of the Public Register. Immigration fraud prevention was a key topic and each meeting was an opportunity to align efforts to combat UAPs and share messaging from the College's annual fraud prevention month campaign.

College staff worked closely with IRCC to educate licensees and provide formal comment on the draft College Act Regulations, which were released on December 14, 2024. The College looks forward to continued collaboration when the Regulations are implemented.

To further engage with sector partners, the College participated in 7 industry conferences and fairs across 4 cities in Canada and the United States. These included the Council on Licensure, Enforcement and Regulation (CLEAR) Conference in Baltimore, Canadian Network of Agencies for Regulation (CNAR) Conference in Ottawa, CBIE Conference in Ottawa, Conference Board of Canada (CBoC) Canadian Immigration Summit in Ottawa, Canadian Council for Refugees (CCR) Fall Consultation in Ottawa, 27th Metropolis Canada Conference in Toronto and the National Citizenship and Immigration Conference (NCIC) in Lake Louise sponsored by the Canadian Association of Professional Immigration Consultants (CAPIC).

By participating in these events, the College promotes its role as a professional regulator and shares best practices with policymakers, researchers, settlement service providers, prospective immigrants, newcomers and College licensees.

Preparing for the College Act Regulations

The College has been preparing for the new College Act Regulations to be finalized. The new Regulations and the new College By-laws, which will follow, will complete the regulatory framework to effectively govern licensees and protect the public by enforcing compliance with standards of professional conduct and competence, and providing access to quality advice and representation with recourse when those standards are not met.

The College Act Regulations have been in development since the College's continuance from the Council in 2021 and will have an impact on the way the profession is regulated.

The Government of Canada published the draft College Act Regulations on December 14, 2024, in the Canada Gazette and opened a 45-day public consultation period which closed in February 2025.

After conducting surveys and webinars for licensees in English and French, the College submitted a detailed formal comment letter to the Government, which included many of the concerns raised by licensees. Licensees and members of the public were able to submit feedback directly through the Government's consultation portal.

The webinars were well attended, and focused on the 3 areas of the draft Regulations which will most significantly impact the way licensees are regulated – a new Compensation Fund, an enhanced Public Register, and enhanced powers of the regulator.

The College's By-laws will be updated to align with the finalized Regulations and will take effect shortly after the Regulations come into force. College staff look forward to continuing our work with IRCC to support the implementation of the Regulations.

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Immigration Fraud Can Be Hard to Spot: Public Awareness Campaign

Through a new multilingual Fraud Prevention Month campaign, the College continued to build awareness of the Public Register as a tool to help safeguard the public from immigration fraud.

This year's theme – *Immigration fraud can be hard to spot* – encouraged people around the world to check the Public Register to verify that they are not unknowingly falling prey to a UAP.

"UAPs pose significant risks to the public because they are not licensed or regulated," said John Murray, the College's President & CEO.

"Checking the Public Register is one of the best ways people can protect themselves from immigration fraud, which can have a devastating impact on prospective newcomers hoping to make Canada their home."

The 8-week campaign ran across the College's social media channels domestically and in 16 of Canada's top source countries for immigration – Ghana, India, Kenya, Pakistan, Bangladesh, Philippines, Nigeria, Vietnam, Algeria, Congo, Côte d'Ivoire, Haiti, Lebanon, Morocco, Cameroon and Tunisia.

To reach a broader audience, both in Canada and abroad, digital and print advertisements ran in 6 languages – English, French, Hindi, Punjabi, Arabic and Simplified Chinese.

For the first time in the College's history, the campaign included English transit ads in Vancouver and Toronto, and French transit ads in Ottawa and Montréal, which generated 6.8 million impressions.

In total, the campaign earned more than 210 million impressions across all channels and 1.5 million clicks on social media in just a 2-month period. It also drove 507,160 users to the Public Register and 119,735 users to the College website.

210 Million

Total impressions
across all channels.

1.5 Million

Total clicks across
all channels.

6.8 Million

Total impressions
from transit ads.

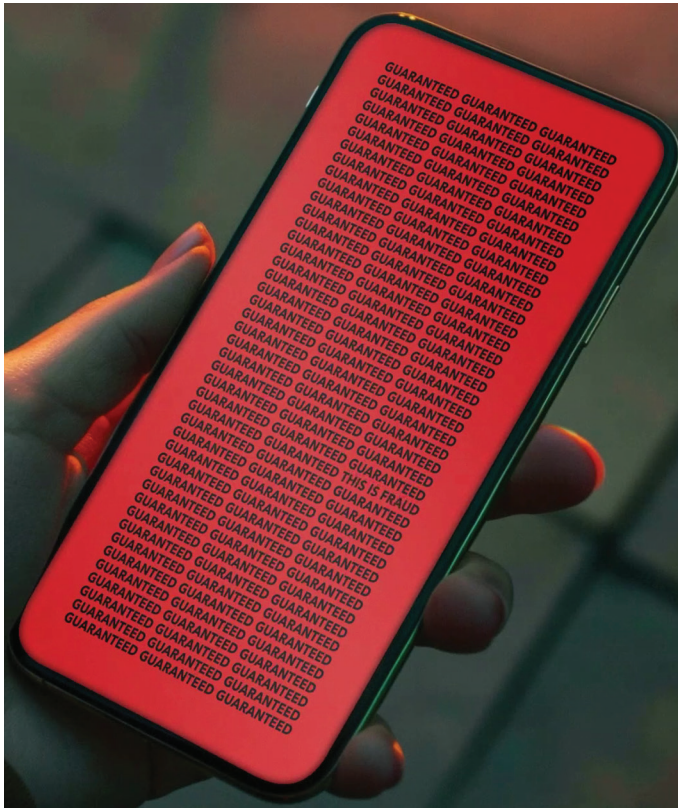
507,160

Users to the
Public Register.

6 Languages

English, French, Hindi, Punjabi,
Arabic and Simplified Chinese.

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La fraude à l'immigration peut être difficile à détecter.

CCIC  **CICC**
Collège des consultants en immigration et en citoyenneté College of Immigration and Citizenship Consultants

Si vous choisissez de faire appel à un consultant en immigration, vérifiez son statut dans le Registre public.



Immigration fraud can be hard to spot.

CCIC  **CICC**
Collège des consultants en immigration et en citoyenneté College of Immigration and Citizenship Consultants

If you choose to work with an immigration consultant, verify their status on the Public Register.



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Governance

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Board of Directors



Stan Belevici, RCIC-IRB
Chairperson

Mr. Belevici has a background in international relations and immigration law, having worked for the European Commission's Technical Assistance to the Commonwealth of Independent States and Georgia (TACIS) program and Ernst & Young's Southeast Europe Legal Department.

After immigrating to Canada in 2002, he completed a master's degree in comparative law at McGill University and obtained his juris doctor degree in common law and transnational law from Université de Sherbrooke.

His current practice includes the development of immigration policies and processes, risk mitigation and workforce mobility solutions. As an RCIC-IRB licensee, he represents clients before the Immigration and Refugee Board of Canada on deportation orders, extradition requests and spousal sponsorship appeals.

Mr. Belevici was elected in 2016 to the Board of Directors of the Council, predecessor to the College and elected as Board Chair in 2020. Mr. Belevici became Chair of the College's transitional Board of Directors upon continuance of the Council to the College in 2021 and has served as Chair since 2020.



John A. Burke, RCIC
Vice-Chairperson

Prior to starting his own immigration consulting practice in 1996, Mr. Burke worked with the federal public service for 29 years. He developed foreign worker policy, procedures and operational guidelines, both nationally and in the province of Ontario.

Mr. Burke also has experience in the automotive, manufacturing and construction sectors, providing strategic advice to employers, associations and trade unions. He supported senior corporate executives in the successful establishment of the Honda, Toyota and CAMI (a GM/Suzuki joint venture) automobile manufacturing plants in Ontario.

His current practice includes employment-based and business immigration matters. Mr. Burke was elected to the Council's Board of Directors in 2017 and served as Chair of the Board for 2 terms. Mr. Burke was elected as Vice-Chairperson of the Council's Board of Directors following the 2020 Annual General Meeting.

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Board of Directors



Marty Baram, RCIC
Director of SYMY
Immigration
Consultants and
Recruitment

Mr. Baram is the Director of SYMY Immigration Consultants and Recruitment located in Edmonton, Alberta. His areas of expertise are labour market impact assessments, temporary resident applications and permanent residence applications.

He is an adjunct professor at Queen's University for the Graduate Diploma Program in Immigration and Citizenship Law. He formerly served as an instructor of the Immigration: Laws, Policies and Procedures program at the University of British Columbia.

Mr. Baram was elected in 2019 to the Council's Board of Directors and elected to serve on the College's transitional Board in 2021.



Normand Beaudry
Director of International
Recruitment, Université
Laval

Mr. Beaudry has more than 15 years of experience in international management, marketing and student recruitment.

Since 2018, he has held the position of Director of International Recruitment at Université Laval, which welcomes nearly 8,000 international students yearly. Mr. Beaudry supervises or collaborates with RCICs or RISAs daily. He also works to harmonize and develop international recruitment practices within the university.

Mr. Beaudry has been involved in several national and international organizations, including the CALDO consortium, REDRUQ (Regroupement des directeurs et directrices de recrutement des universités du Québec) and the Pôle régional en enseignement supérieur de la Capitale-Nationale.

He currently serves as a Vice-President for the Subcommittee on International Student Recruitment for the BCI (Bureau de coopération interuniversitaire) and as a board member for MCUL (Missions commerciales de l'Université Laval).

Mr. Beaudry was appointed to the transitional Board of the College in March 2022 and was reappointed for an additional 2-year term in 2024.

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Richard Dennis, RCIC

Mr. Dennis served as a Designated Immigration Officer for 20 years at the Canadian Consulate General in Buffalo, New York.

In 1993, he established an immigration consulting business, specializing in federal skilled workers and family sponsorship.

Mr. Dennis joined the Council's Board of Directors in 2012 and was elected to serve on the transitional Board of the College in 2021.



Tim D'Souza, CPA
Senior Vice-President,
Finance and Business
Operations, Diabetes
Canada

Mr. D'Souza has 30 years of finance, consulting and leadership experience. Over the course of his career, he has assisted non-governmental organizations, such as the Christian Children's Fund of Canada, and private sector companies, including IBM and Sun Life, to develop and execute strategy and operational improvements.

He currently serves as a Senior Vice-President for Diabetes Canada overseeing finance, procurement, risk, information technology and human resources. He also owns and operates a company that designs and delivers courses for several post-secondary institutions in Canada.

Mr. D'Souza sits on the Board of Directors for OMERS Sponsors Corporation, the Canada Revenue Agency and the Ontario Internal Audit Committee.

Mr. D'Souza served on the Council's Board of Directors from June 2019 until November of 2021. He was appointed to the transitional Board of the College in March 2022 and as Chair of the Finance and Audit Committee in June 2022. He was reappointed for an additional 2-year term in 2024.

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Board of Directors



Jennifer Henry
Executive Minister,
Organizational
Development and
Strategy, The United
Church of Canada

Ms. Henry has worked for 3 decades as a national and global advocate for human rights and ecological justice, addressing root causes of displacement.

From 2012 to 2020, she served as Executive Director of the social justice organization KAIROS, with a mandate that included Indigenous solidarity, the advancement of women's rights in conflict zones, climate justice and migrant and refugee rights.

Ms. Henry brought her expertise in non-profit management to the United Church of Canada where she leads a unit focused on strategic planning, communications, research and development and growth.

She holds a bachelor of arts and social work from the University of Manitoba, master of social work and theological studies from the University of Toronto and an honorary doctorate from Saskatoon Lutheran Seminary. She is also accredited as a United Church Minister.

Ms. Henry was appointed to the transitional Board of the College in March 2022 and was reappointed for an additional 2-year term in 2024.



Ben Rempel
Former Assistant Deputy
Minister of Immigration,
Manitoba

Mr. Rempel has served in a variety of leadership, policy development and program roles related to immigration, international education and the recognition of international qualifications.

As an Assistant Deputy Minister of Immigration in Manitoba, Mr. Rempel led the province's immigration and international education strategies. He supported the development of several regulatory initiatives, including fair practices in qualifications recognition and a licensing regime for worker recruitment.

He has led talent attraction missions, negotiated bilateral international agreements supporting ethical recruitment practices and co-chaired Federal-Provincial-Territorial tables on immigration, qualifications recognition and international education.

Mr. Rempel has served in a governance role with the boards of several non-governmental organizations.

He was appointed to the transitional Board of the College in March 2022 and reappointed for an additional 2-year term in 2024.

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Ministerial Observer



**Gagan Jot
(Jyoti) Singh**
Executive Director
of Rexdale
Women's Centre

Ms. Singh has more than 15 years of leadership experience in community-based programming and policy administration, with a focus on working with disadvantaged populations. She currently serves as Executive Director of the Rexdale Women's Centre, which supports immigrant, refugee and newcomer women and their families.

Her post-secondary degrees include a master's degree in public policy and administration from Carleton University. She was the former executive director of the Elizabeth Fry Society of Manitoba and held managerial roles with Access Employment and End Homelessness Winnipeg. She has also owned several small businesses.

Ms. Singh was appointed to the transitional Board of the College in May of 2022 and reappointed for an additional 2-year term in 2024.



Alexis Graham
Director General,
Humanitarian and
Complementary Pathways,
Immigration, Refugees
and Citizenship Canada

Ms. Graham was designated as ministerial observer pursuant to Section 76 of the College Act in 2022.

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Committees

GOVERNANCE AND NOMINATING COMMITTEE

The Governance and Nominating Committee (GNC) of the Board of Directors oversees the development, implementation and management of the College's governance processes including, without limitation, the nomination and election of Directors and the appointment of committee and working group members and makes recommendations to the Board of Directors on these matters.

Ben Rempel
Chairperson

Richard Dennis, RCIC
Vice-Chairperson

Normand Beaudry
Member

John A. Burke, RCIC
Member

Marty Baram, RCIC
Member

FINANCE AND AUDIT COMMITTEE

The Finance and Audit Committee (FAC) is responsible for overseeing and monitoring all significant aspects of the financial management of the College, providing support to the Board as it executes its oversight function.

Tim D'Souza
Chairperson

Marty Baram, RCIC
Vice-Chairperson

John A. Burke, RCIC
Member

Jennifer Henry
Member

Gagan Jot (Jyoti) Singh
Member

HUMAN RESOURCES COMMITTEE

The Human Resources Committee is responsible for overseeing the implementation and management of the Board's process for establishing annual performance goals and objectives, reviewing performance and recommending any adjustments to the compensation or terms of employment of the President & CEO of the College. The committee will consult as needed and advise the Board annually on CEO succession-planning matters.

Stan Belevici, RCIC-IRB
Chairperson

Normand Beaudry
Vice-Chairperson

Marty Baram, RCIC
Member

Jennifer Henry
Member

Ben Rempel
Member

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Leadership Team



John Murray, BA, LLB, LLM
President & CEO,
Registrar



Russ Harrington, CPA
Chief Operating Officer



Jessica Freeman
Director, Communications
and Stakeholder Relations



Laura Halbert
Director, Professional
Conduct



Cathy Pappas
Director, Registration



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

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Appendix

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RCICs Working Internationally in 2025

Antigua and Barbuda	1	India	35	Pakistan	8
Argentina	1	Islamic Republic of Iran	2	Paraguay	1
Australia	8	Iraq	1	Philippines	5
Bangladesh	3	Ireland	1	Portugal	1
Belarus	1	Israel	1	Qatar	4
Botswana	1	Jamaica	1	Republic of Korea	5
Brazil	6	Japan	2	Singapore	1
Cayman Islands	1	Jordan	4	Slovakia	1
China	31	Kenya	1	Spain	2
Colombia	1	Kuwait	1	Switzerland	1
Costa Rica	1	Lebanon	2	Taiwan	4
Dominican Republic	1	Mali	1	Thailand	1
Ecuador	1	Mexico	3	Turkey	4
Egypt	2	Monaco	1	United Arab Emirates	15
France	2	Morocco	11	United Kingdom	9
Germany	2	Netherlands	2	United States	57
Ghana	2	New Zealand	2	Uzbekistan	1
Greece	1	Nigeria	4	Total	261

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Financial Statements
June 30, 2025

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BRIEFING NOTE

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item#:	8.6 – Results of the survey regarding Convene
Subject:	Convene Portal Survey Results
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Discussion</i>

PURPOSE

To provide the Board of Directors with a summary and analysis of the Convene Portal Evaluation conducted on August 22, 2025, and to support further discussion on the platform's continued use or potential alternatives.

BACKGROUND

Participation: 7 out of 9 Board members completed the survey.

Format: 11 questions, consisting of both rating-scale responses and open-ended feedback.

Goal: To assess overall satisfaction, usability, feature value, and alignment with Board needs after one year of using the Convene platform.

Key Themes from Responses

1. Satisfaction Levels

- Responses ranged from positive to highly dissatisfied, with mixed to neutral sentiment dominating
- Two respondents reported high dissatisfaction, citing navigation issues, lack of print functionality, and minimal efficiency gains
- Three respondents expressed neutral views, noting adequate performance but no significant added value
- Two respondents were generally satisfied, citing centralized access to meeting materials and reduced email clutter

2. Usability and Navigation

- Multiple users found navigation unintuitive, and the platform was described as complex or frustrating by several
- Some noted initial training as insufficient, resulting in underutilization of features
- A few respondents found navigation straightforward but still acknowledged a learning curve or minor lags (e.g., laptop use)

3. Efficiency and Value

- Mixed perceptions of whether Convene improved efficiency

- Several users said document retrieval was better than email but no more efficient than personal file systems
- Others indicated it did not significantly reduce workload or enhance engagement
- Features like notes/annotations and access to board dockets were appreciated by some, but others found these tools no more useful than standard PDF readers

4. Training and Support

- Training received consistent negative feedback, with several members noting that it was unhelpful or inadequate
- This was identified as a barrier to full adoption and may have contributed to low satisfaction in some cases

5. Interest in Alternatives

- Several members suggested reconsidering the platform, recommending that the College explore alternatives such as:
 - BoardEffect
 - Google Drive
 - Other board governance platforms with better usability, bilingual support, and cost-efficiency
- Some members supported continuation only if cost remains reasonable and broader value is demonstrated

ANALYSIS

Do not renew: 3 respondents clearly indicated a preference to discontinue the subscription.

Neutral / Conditional continuation: 3 respondents were open to continuing but not strongly supportive.

Support continuation: 1 respondent expressed support for continued use with minor enhancements (e.g., improved metrics, better training).

RECOMMENDATION

It is recommended that the Corporate Secretary:

- Source and evaluate an alternative bilingual Board portal that better aligns with the Board's needs for usability, efficiency, and functionality; and
- Engage a small group of Directors to participate in a review and user testing of the alternative platform's capabilities.

This evaluation should be conducted immediately and completed prior to the renewal date of the current Convene subscription, to ensure an informed decision can be made regarding continuation or transition.

POTENTIAL RISK(S)

1. Disruption in Board Operations

Risk: Delays or difficulties in transitioning to a new portal may temporarily impact Board members' access to meeting materials, collaboration, and document management, potentially affecting meeting preparation and decision-making.

Mitigation: Approval and implementation of an alternative Board Portal including comprehensive user training.

RESOLUTION

For information and discussion only.
 No formal motion is required at this time.

NEXT STEPS

- Corporate Secretary to initiate a search
- Engage a small group of Directors
- Conduct a demonstration
- Schedule a decision on portal renewal or replacement prior to the Convene subscription renewal date

APPENDIX

- Convene Portal Evaluation

Appendix

Board of Directors

Convene Portal Evaluation

The Board of Directors completed a Convene Portal evaluation on August 22, 2025. All Board members, with the exception of one, have completed the evaluation

The survey included 11 questions with both rating-scale responses and open-ended feedback. The answers have been tabulated and summarized by user.

Convene Survey Results

The respondent expresses overall dissatisfaction with Convene after one year of use, citing a lack of convenient print functionality, overly complex navigation, and limited personal benefit. They report using the platform reluctantly rather than out of preference, find it difficult to navigate, and note that it has not improved efficiency in managing or retrieving documents. Feedback indicates frustration with challenges already outlined, discouragement from engaging with the platform, and a perception that Convene compares poorly to similar tools in usability and features. The respondent suggests simplifying navigation and adding a print option as primary improvements. Overall, they are very unlikely to recommend Convene and are not in favor of renewing the subscription, preferring to consider alternative solutions.

After one year of use, the overall experience with Convene has been generally positive, with satisfaction stemming from its ability to streamline board and meeting processes by consolidating scheduling, materials sharing, note-taking, and action tracking into one platform. The platform is easy to navigate, and while no major barriers discourage use, a recurring issue has been system lag when accessing Convene on a laptop. The most valuable features align with their core functionality in replacing the hassle of preparing and distributing physical board packs. While efficiency in document retrieval has improved, the extent of improvement is not fully clear, and there is interest in the availability of actionable metrics as an enhancement. Overall engagement remains neutral in terms of recommending Convene to others, but there is support for continuing the subscription compared to exploring alternative portals.

After one year of use, the respondent reports overall satisfaction with Convene but expresses uncertainty about its unique value compared to personal file management. They primarily use the notes feature on materials but feel it is not significantly different from annotating PDFs independently. Navigation and ease of use are described as straightforward, with the only challenge being the initial learning curve. No major issues have discouraged continued use, though the respondent believes Convene's features are generally on par with similar platforms. The platform does not appear to significantly improve efficiency for them personally, as they find accessing files on their own hard drive just as convenient. While neutral on recommending the platform, they are open to continuing the subscription if others find it valuable and if the cost is reasonable.

After one year of using Convene, the overall experience is described as satisfactory, with its main value being the centralized access to meeting information, which streamlines document retrieval and reduces reliance on email. The most frequently used and appreciated features include access to meeting dockets, the ability to annotate documents, and the option to read others' annotations. While the platform is generally easy to navigate, it is viewed as not particularly intuitive or accessible, and the provided training was considered unhelpful, suggesting potential underuse of available features. No major challenges were reported beyond navigation concerns, and nothing has discouraged continued use. Compared with similar platforms, Convene meets basic needs effectively, though the addition of a forum function would enhance collaboration. Improvements could focus on training and feature accessibility. Overall, Convene has improved efficiency in document management, but users remain neutral on recommending it to others, and while they see limited value in switching to another platform, they are not strongly enthusiastic about it either.

After using Convene for one year, the overall experience has been negative, with the platform described as difficult to navigate, overly complicated, and not user-friendly. Key challenges include poor navigation, limited interaction tools for directors, problematic password management, and complicated printing setup. The system's features are perceived as neither valuable nor helpful, offering little improvement in efficiency or document retrieval. Compared to other platforms, Convene is viewed as unnecessarily complex and frustrating, discouraging regular use. Overall satisfaction is low, the likelihood of recommending the platform is very unlikely, and there is strong preference to discontinue the contract in favor of a more effective alternative.

After one year of using Convene, the overall feedback reflects a neutral level of satisfaction. The platform is valued for making information readily available and easy to navigate, with no significant challenges or discouraging factors reported. While the respondent finds benefit in document retrieval efficiency, they are not highly familiar with alternative platforms or additional features to provide detailed comparisons or suggestions for improvement. Overall, Convene meets their needs effectively, leading to support for continuing the subscription, though they remain neutral on recommending it to others.

After one year of using Convene, overall satisfaction is low due to limited usability, inefficiencies in document review, and poor user adoption. The Board has a genuine need for a portal to distribute meeting materials, enable commentary and feedback, and serve as a working library of past records. However, Convene has fallen short in meeting these needs, with difficulties in navigation, cumbersome review processes, and an unintuitive interface that discourages engagement. While the platform provides a central point for documentation, it is less effective compared to alternatives such as BoardEffect, which may offer better functionality, usability, cost-effectiveness, and bilingual support. As a result, it is recommended that the GNC conduct a cost–utility comparison and consider migrating to a more efficient platform before further resources are committed to Convene.

The respondent expressed an overall *neutral* level of satisfaction with Convene after one year of use, noting that while it functions as a centralized hub for Board information and helps avoid searching through emails, they find the platform difficult and unintuitive to navigate. They reported frequently using meeting materials but expressed frustration with usability, describing the system as discouraging and even dreading logging in. Compared to alternatives, they suggested Google Drive would be easier and more cost-effective. Key frustrations include being repeatedly redirected to the mobile app instead of the platform, challenges with document retrieval, and a negative training experience that compounded their unfavorable impression. Overall, they are unlikely to recommend Convene, do not wish to continue with the subscription, and view the training delivery and technical issues as major contributors to their dissatisfaction.

BRIEFING NOTE

To:	Board of Directors
Meeting Date:	Thursday September 25, 2025
Agenda Item #:	9.2 – Schedule of Board and Committee Meetings
Subject:	Board and Committee Meeting dates for 2026
Key Contact:	Richard Dennis, Vice Chairperson, Governance and Nominating Committee
Action Required:	<i>For Discussion</i>
PURPOSE The Board of Directors is asked to review the list of proposed Board and Committee meeting dates for 2026.	
BACKGROUND Pursuant to the directive of the Board of Directors, the scheduling of 2026 meeting dates is being undertaken to mitigate potential conflicts and to achieve quorum requirements.	
ANALYSIS Proposed meeting dates for the Board and Committee sessions have been established in alignment with the workplans. Upon approval, calendar invitations will be distributed to all Directors.	
RECOMMENDATION The Board of Directors is kindly requested to review the attached schedule for any potential conflicts. Please advise the Corporate Secretary promptly if there are any conflicts.	
POTENTIAL RISK(S) Risk: If quorum cannot be reached, business cannot be duly constituted. Mitigation: <ul style="list-style-type: none"> List of scheduled dates are being published well in advance for Board of Directors review and rescheduling if necessary. 	
RESOLUTION For information and discussion only. No formal motion is required at this time.	
NEXT STEPS <ul style="list-style-type: none"> Upon approval by the Board of Directors, meeting invitations will be circulated. 	
APPENDIX <ul style="list-style-type: none"> Schedule of Board and Committee Meetings for 2026 	

Appendix A

Proposed Meeting Dates

BOARD OF DIRECTORS

Proposed Date	Proposed Location	Notes
Thursday, March 26, 2026 Friday, March 27, 2026	Burlington, Ontario	Forecast
Thursday, June 18, 2026 Friday, June 19, 2026	Burlington, Ontario	Operating and Capital Budget for Fiscal 2027
Thursday, September 24, 2026 Friday, September 25, 2026	Burlington, Ontario	Annual General Meeting Planning
Tuesday, October 20, 2026	On-Line	Audited Financial Statements
Thursday, December 3, 2026 Friday, December 4, 2026	To Be Confirmed	Annual General Meeting of College Licensees & Board Meeting

FINANCE AND AUDIT

Proposed Date	Proposed Location	Notes
Thursday, February 19, 2026	On-Line	
Thursday, May 21, 2026	On-Line	Operating and Capital Budget
Wednesday, September 9, 2026	On-Line	
Tuesday, October 6, 2026	On-Line	Audited Financial Statements
Thursday, November 12, 2026	On-Line	

GOVERNANCE AND NOMINATING

Proposed Date	Proposed Location	Notes
Thursday, January 22, 2026	On-Line	
Thursday, April 23, 2026	On-Line	
Thursday, July 23, 2026	On-Line	
Thursday, October 16, 2026	On-Line	AGM Planning

HUMAN RESOURCES

Proposed Date	Proposed Location	Notes
Thursday, February 12, 2026	On-Line	
Thursday, May 14, 2026	On-Line	
Thursday, August 13, 2026	On-Line	
Thursday, September 3, 2026	On-Line	
Thursday, November 5, 2026	On-Line	