

Board of Directors In-Person/Zoom Meeting September 29, 2022, 1:00 p.m.

Board of Directors:

Stan Belevici, RCIC (Chair)
 John Burke, RCIC (Vice-Chair)
 Marty Baram, RCIC
 Normand Beaudry
 Tim D'Souza
 Richard Dennis, RCIC
 Jennifer Henry
 Ben Rempel
 Jyoti Singh

Alexis Graham, Ministerial Observer,
 Immigration Refugees and Citizenship Canada

Management:

John Murray, President & CEO
 Russ Harrington, Chief Operating Officer
 Michael Huynh, Director, Professional Conduct
 Chris May, Director, Public Affairs and Communications
 Cathy Pappas, Director, Registration
 Beata Pawlowska, Director, Professional Standards, Research, Education and Policy

Jina Dhothar, Executive Assistant to the President & CEO/Executive Assistant to the COO and Recording Secretary

Guests:

Lynn Stivaletti, Goodman Mintz, LLP
 Al Lambert, President, Alan Lambert and Associates
 Heather Lannigan, Human Resources Consultant

| Item | Time | Topic | Purpose | Page No. |
|----------|------------------------------|---|----------------------|----------|
| 1 | 1:00 p.m. (2 mins) | 1. Business (S. Belevici) a) Land acknowledgment b) Introductions c) Conflict of Interest Declaration(s) | Approval (motion) | |
| 2 | 1:02 p.m. (3 mins) | 2. Approval of Agenda (S. Belevici) | Approval (motion) | 1-3 |
| 3 | 1:05 p.m. (5 mins) | 3. Approval of Consent Agenda (S. Belevici) a) Previous Minutes – June 10, 2022 | Approval (motion) | 4-20 |

| Item | Time | Topic | Purpose | Page No. |
|---------------------------------------|-------------------------------|--|-------------------|----------|
| | | b) FAC Report c) GNC Report | | |
| 4 | 1:10 p.m. (30 mins) | 4. Approve F2022 Stub Year Audited FS as of June 30, 2022 (R. Harrington/L. Stivaletti) <ul style="list-style-type: none"> Draft financial statements Draft Independent Auditors' Report | Approval (motion) | 21-56 |
| 5 | 1:40 p.m. (20 mins) | 5. Mentoring Policies and Mentoring (Supervised Practice) Program fees (B. Pawlowska) | Approval (motion) | 57-75 |
| 6 | 2:00 p.m. (10 mins) | 6. Specialization Program Update (J. Murray/B. Pawlowska) | Discussion | |
| 7 | 2:10 p.m. (10 mins) | 7. Code of Professional Conduct Interpretation Guide – Proposed Consultation Process (B. Rempel/J. Murray) | Approval (motion) | 76-77 |
| 8 | 2:20 p.m. (10 mins) | 8. GNC Appointment (B. Rempel) | Approval (motion) | 78 |
| 9 | 2:30 p.m. (10 mins) | 9. Inaugural Meeting of Licensees a) Meeting Date and Location (B. Rempel) | Approval (motion) | 79-80 |
| 10 | 2:40 p.m. (10 mins) | 10. College Annual Report (J. Murray/C. May) | Approval (motion) | 81-113 |
| 11 | 2:50 p.m. (30 mins) | 11. Compensation Philosophy (R. Harrington) | Approval (motion) | 114 |
| (Meeting Closed to the public) | | | | |
| 12 | 3:20 p.m. (30 mins) | 12. In-Camera Session (J. Murray) | Update | |
| 13 | 3:50 p.m. | 13. Adjournment (S. Belevici) | Decision (motion) | |

| Item | Time | Topic | Purpose | Page No. |
|------|------|---|---------|----------|
| | | <ul style="list-style-type: none">Next Board Meetings - December 1, 2022 (Toronto, ON), March 9, 2023 (Vancouver, BC) | | |

DRAFT

Meeting of the Board of Directors June 10, 2022, Meeting Minutes Burlington, Ontario

Board of Directors:

Stan Belevici, RCIC (Chair)
 John Burke, RCIC (Vice-Chair)
 Marty Baram, RCIC
 Normand Beaudry
 Tim D'Souza
 Richard Dennis, RCIC
 Jennifer Henry
 Ben Rempel

Alexis Graham, Director, Social and
 Discretionary Policy and Programs, IRCC,
 Ministerial Observer

Guest:

Lynn Stivaletti, Goodman Mintz, LLP

Management:

John Murray, President & CEO
 Russ Harrington, Chief Operating Officer
 Michael Huynh, Director, Professional Conduct
 Chris May, Director, Public Affairs and
 Communications
 Beata Pawlowska, Director, PREP
 Joyce Chow Ng, Controller, Finance

Jina Dhoother, Executive Assistant to the
 President & CEO/Executive Assistant to the
 COO and Recording Secretary

Regrets:

Cathy Pappas, Director, Registration
 Jyoti Singh, Appointed Director

SUMMARY OF RESOLUTIONS AND ACTIONS DISCUSSED

Record of Resolutions

| Item # | Agenda Item | Topic | Motion |
|--------|------------------------------|--|--------|
| 1 | Agenda | RESOLVED THAT the Agenda for the meeting be and is hereby approved. | 1 |
| 2 | Consent Agenda | RESOLVED THAT the Consent Agenda for the meeting be and is hereby approved as amended. | 2 |
| 3 | Audited Financial Statements | RESOLVED THAT the Audited Financial Statements for the period July 1, 2021 – November 22, 2021 be and are hereby approved as presented. | 3 |

| Item # | Agenda Item | Topic | Motion |
|--------|--|---|--------|
| | | <p>[1] the draft audited annual financial statements of the Council for the period ended November 22, 2021, together with the Independent Auditor's Report thereon, each in the form presented to the Board, be and are hereby approved; and</p> <p>[2] any two Directors be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval.</p> | |
| 4 | Appointment of Auditors | RESOLVED THAT Goodman Mintz, LLP, Chartered Professional Accountants, Licensed Public Accountants, be and are hereby appointed as the Auditors of the College for the financial year of the College ending June 30, 2022; and that the Board of Directors be and is authorized to fix the remuneration of the Auditors. | 4 |
| 5 | FY 2023 Budget | RESOLVED THAT the draft budget for the financial year of the College ending June 30, 2023, in the form presented to the Board, be and is hereby approved. | 5 |
| 6 | Effective Date of Specialization Program | RESOLVED THAT the date to be fixed by the Board pursuant to s. 10.4(a) of By-law 2021-2 be and is hereby fixed as July 1, 2023. | 6 |
| 7 | Board Committee Terms of Reference and Appointment of Committee Members | <p>RESOLVED THAT the Terms of Reference for the Finance and Audit Committee (FAC) and the Governance and Audit Committee(GNC), each in the form presented to the Board, be and are hereby approved, to be effective immediately.</p> <p>RESOLVED THAT the following Directors be and are hereby appointed as members of the following Board Committees, each to serve until a successor is appointed:</p> <p>1. the following Directors be and are hereby appointed as members of the following Board Committees, each to serve until a successor is appointed:</p> | 7 - 8 |

| Item # | Agenda Item | Topic | Motion |
|--------|--|---|--------|
| | | <p>2.</p> <p>(a) FAC:</p> <ul style="list-style-type: none"> a. T. D'Souza (Chair) b. N. Beaudry c. J. Burke, RCIC d. J. Henry <p>(b) GNC:</p> <ul style="list-style-type: none"> a. B. Rempel (Chair) b. M. Baram, RCIC c. R. Dennis, RCIC <p>RESOLVED THAT T. D'Souza and B. Rempel be and are hereby appointed as the Chair of the FAC and GNC, respectively, each to serve until a successor is appointed.</p> <p>RESOLVED THAT creation of a President & CEO Performance Review Working Group, comprising: S. Belevici (Chair), J. Burke (Vice-Chair), B. Rempel, and T. D'Souza, be and is hereby approved.</p> | |
| 8 | Working Group Terms of Reference and Appointment of Working Group Members | <p>RESOLVED THAT:</p> <p>[1] the Mentoring Working Group (MWG) Terms of Reference, in the form attached hereto as Appendix A, be and are hereby approved;</p> <p>[2] the individuals listed on Appendix B hereto, be and are hereby appointed as members of the MWG, effective as of March 1, 2022, each to serve until successors are appointed; and</p> <p>[3] College staff be and are hereby authorized and directed to create a RISIA panel of the MWG as needed;</p> <p>[4] the Professional Standards of Practice Working Group (PSPWG) Terms of Reference, in the form attached hereto as Appendix C, be and are hereby approved; and</p> <p>[5] the individuals listed on Appendix D, be and are hereby appointed as members of the</p> | 9 - 10 |

| Item # | Agenda Item | Topic | Motion |
|--------|---|---|--------|
| | | PSPWG, effective as of May 12, 2022, each to serve until successors are appointed. | |
| 9 | Appointment of Tribunal Committee Members | RESOLVED THAT the individuals set out on Appendix E, be and are hereby appointed or reappointed as Tribunal Committee members, each to serve until a successor is appointed. | 11 |
| 10 | Appointment of Independent Complaints Review Officer | RESOLVED THAT Ms. Lai-King Hum, be and is hereby appointed as the Independent Complaints Review Officer for the College, to hold such office until a successor is appointed. | 12 |
| 11 | Adjournment | RESOLVED THAT the meeting be and is hereby adjourned at 12:22 p.m. Eastern Time (ET). | |

The Board convened in open session at 10:30 a.m, ET.

The Chair acknowledged that the land on which we gather is part of the Treaty Lands and Territory of the Mississaugas of the Credit.

1. BUSINESS

a) Call to Order

The Chair declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 10:30 a.m. ET.

With the consent of the meeting, J. Dhoother acted as Recording Secretary of the meeting.

b) Conflict of Interest Declaration

The Chair asked for declarations of conflict of interest regarding agenda items.

S. Belevici and M. Baram identified a conflict with respect to agenda item 6: Specialization; it was agreed that J. Burke will assume Chair during this discussion.

2. AGENDA

T. D'Souza asked that the proposed Board and Committee meeting dates included in consent agenda items be removed for discussion. It was agreed that this item would be discussed under Agenda Item 7.

Moved by J. Burke, seconded by R. Dennis:

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

CARRIED

3. CONSENT AGENDA

Moved by M. Baram, seconded by J. Burke:

RESOLVED THAT the Consent Agenda for the meeting be and is hereby approved as amended.

CARRIED

4. AUDITED FINANCIAL STATEMENTS/APPOINTMENT OF AUDITORS

L. Stivaletti, CPA, CA reviewed the draft Audited Financial Statements of the Immigration Consultants of Canada Regulatory Council (Council) for the period July 1, 2021 – November 22, 2021 and answered questions from Directors.

Moved by R. Dennis, seconded by J. Henry:

RESOLVED THAT

[1] the draft audited annual financial statements of the Council for the period ended November 22, 2021, together with the Independent Auditor's Report thereon, each in the form presented to the Board, be and are hereby approved; and

[2] any two Directors be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval.

CARRIED

The By-law requires the Board to appoint the Auditors of the College. Management recommended that the current auditors, Goodman Mintz, LLP, be re-appointed as the Auditors of the College for the period November 23, 2021 to June 30, 2022.

Moved by J. Burke, seconded by M. Baram:

RESOLVED THAT Goodman Mintz, LLP, Chartered Professional Accountants, Licensed Public Accountants, be and are hereby appointed as the Auditors of the College for the financial year of the College ending June 30, 2022.

CARRIED

5. FY 2023 BUDGET

Management presented a proposed budget for the College's coming financial year.

Moved by T. D'Souza, seconded by N. Beaudry:

RESOLVED THAT the draft budget for the financial year of the College ending June 30, 2023, in the form presented to the Board, be and is hereby approved.

CARRIED

6. EFFECTIVE DATE OF SPECIALIZATION PROGRAM

Management proposed that the effective date of the College's Specialization Program should be fixed as July 1, 2023, to ensure that ongoing hearings before the Immigration and Refugee Board of Canada (IRB) would not be compromised. B. Rempel noted that delaying the implementation of the specialization program's requirement supports the public interest mandate of the College by assisting vulnerable clients involved in the IRB process in maintaining representation. J. Henry and other Directors acknowledged that the College's Specialization Program represents a significant enhancement to the competence of College licensees. It was also noted that the College would add additional exam dates and implement a communications plan to encourage and permit licensees to complete the program in advance of the revised effective date.

Moved by N. Beaudry, seconded by R. Dennis:

RESOLVED THAT the date to be fixed by the Board pursuant to s. 10.4(a) of By-law 2021-2 be and is hereby fixed as July 1, 2023.

CARRIED

[S. Belevici and M. Baram abstaining]

7. BOARD COMMITTEE TERMS OF REFERENCE AND COMMITTEE APPOINTMENTS

Draft Terms of Reference for a Board Finance and Audit Committee (FAC) and Governance and Nominating Committee (GNC) were presented and reviewed.

Moved by J. Burke, seconded by M. Baram:

RESOLVED THAT the Terms of Reference for the FAC and the GNC, each in the form attached hereto, be and are hereby approved, to be effective immediately.

CARRIED

Moved by T. D'Souza, seconded by N. Beaudry.

RESOLVED THAT

1. The following Directors be and are hereby appointed as members of the following Board Committees, each to serve until a successor is appointed:

(a) FAC:

- a. T. D'Souza (Chair)
- b. N. Beaudry
- c. J. Burke, RCIC
- d. J. Henry

(b) GNC:

- a. B. Rempel (Chair)
- b. M. Baram, RCIC
- c. R. Dennis, RCIC

2. T. D'Souza and B. Rempel be and are hereby appointed as the Chair of the FAC and GNC, respectively, each to serve until a successor is appointed.

CARRIED

The Board also noted that s. 85(6) of the College Act required that the Board conduct a performance review of the President & CEO of the College within 12 months of the Date of Continuance.

Moved by B. Rempel, seconded by M. Baram:

RESOLVED THAT creation of the President & CEO Performance Review Working Group, comprising S. Belevici (Chair), J. Burke (Vice-Chair), B. Rempel, and T. D'Souza, be and is hereby approved.

CARRIED

8. WORKING GROUP TERMS OF REFERENCE AND WORKING GROUP APPOINTMENTS

Draft Terms of Reference and proposed appointments for a Mentoring Working Group (MWG) were presented and reviewed.

Moved by N. Beaudry, seconded by B. Rempel:

RESOLVED THAT

[1] the MWG Terms of Reference, in the form presented to the Board, be and are hereby approved;

[2] the individuals listed below, be and are hereby appointed as members of the MWG.

English-speaking

- Holly Gracey, R411287
- Mia Loebach – Readings, R414671
- Frederick Li, R506683
- Jean Toews, R507061
- Mihaela Kerezova, R508968

French-Speaking

- Selin Deravedisyan-Adam, R409687
- Sadek Ould, R527858
- Micheline Khoury, R518754
- Charlemagne Mfera, R508538
- Joseph Youssef Zakhour, R421983

Effective as of March 1, 2022, each to serve until successors are appointed; and

[3] College staff be and are hereby authorized and directed to create a RISIA panel of the MWG as needed.

Draft Terms of Reference and proposed appointments for a Professional Standards of Practice Working Group (PSPWG) were presented and reviewed.

Moved by J. Burke, seconded by J. Henry:

RESOLVED THAT

[1] the PSPWG Terms of Reference, in the form presented to the Board, be and are hereby approved; and

[2] the individuals listed below, be and are hereby appointed as members of the PSPWG,

- Ahmad Junaid Salik, R509291

- Fady Kardous, R521829
- Iouri Olinik, R506848
- Jaswinder Dilawari, R526260
- John George Edwards, R410175
- Michael Chan Len Chin, R516283
- Michael Embaie, R518754
- Robert Donald Stevens, R419735
- Stella Toyin Jonah, R515087

Effective as of May 12, 2022, each to serve until successors are appointed.

CARRIED

9. TRIBUNAL COMMITTEE MEMBERS

The By-law requires that members of the College's Tribunal Committee be appointed or re-appointed annually by the Board.

Moved by J. Burke, seconded by B. Rempel:

RESOLVED THAT the individuals listed below, be and are hereby appointed or reappointed as Tribunal Committee members, each to serve until a successor is appointed.

(B) indicates English-French Bilingual

Re-appointment Candidates

- Li Feng, RCIC - Member
- Sol Gombinsky, RCIC - Member
- Izabela Kowalewski, RCIC - Member
- Souheila Lebane, RCIC - Member (B)
- Hjalmar Enrique Leon, RCIC - Member
- Hadi Mansouri, RCIC - Member (B)
- Bruce Perreault, RCIC - Member
- Carl Wurfel, RCIC - Member
- Gabriel Chand, Public Representative - Member
- Hector Cowan, Public Representative - Member (B)
- Daniela Lima, Public Representative - Member
- Alan Martin, Public Representative - Member (B)

- Melvin Thibodeau, Public Representative - Member (B)
- Sherry Wiebe, Public Representative - Member

New Appointments - Tribunal Committees to serve on the Discipline, Fitness to Practise, and Registrar Appeal Committees

- David Thomas, Vice-Chair - Public Representative
- Marcel Mongeon, Vice-Chair - Public Representative
- Richard Austin, Member - Public Representative
- Annie Beaudoin, Member - RCIC

Re-appointments - Discipline, Registrar's Appeal and Fitness to Practise Committees

- Cindy Ramkissoo-Shears, RCIC - Chairperson
- Laurie Sanford, Public Representative, Senior Vice-Chair
- Ken Atkinson, Public Representative, Vice-Chair
- Eli Fellman, Public Representative, Vice-Chair
- Susan Joyce Heakes, Public Representative, Vice-Chair
- Mohammed Allouche, RCIC – Member (B)
- Sylvie Bertrand, RCIC – Member (B)
- Ben Fok, RCIC - Member
- Satpaul Singh Johal, RCIC - Member
- John Lironi, RCIC - Member
- Rakesh Mehta, RCIC - Member
- Sandrine Ponpon-Kataully, RCIC – Member (B)
- Perminder Sidhu, RCIC - Member
- Joseph Anthony (Tony) Baker, Public Representative – Member
- Vincenzina (Enza) Buffa, Public Representative – Member
- Alisa Chaplick, Public Representative – Member
- Louis-Rene Gagnon, Public Representative – Member (B)
- Teddy Kwan, Public Representative – Member
- Joanne Lau, Public Representative – Member
- Sonia Light, Public Representative – Member
- Sabita Maraj, Public Representative – Member
- Guy Marcel Nono, Public Representative – Member (B)
- Alicia Peters, Public Representative – Member
- Andrea Sesum, Public Representative – Member
- Oriana Trombetti, Public Representative – Member

CARRIED

10. INDEPENDENT COMPLAINTS REVIEW OFFICER APPOINTMENT

The College's Independent Reviewer of Complaints (ICRO) had resigned due to a judicial appointment. Management proposed that Ms. Lai-King Hum should be appointed as ICRO.

Moved by N. Beaudry, seconded by T. D'Souza:

RESOLVED THAT Ms. Lai-King Hum, be and is hereby appointed as the ICRO, to hold such office until a successor is appointed.

CARRIED

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)**11. IN-CAMERA SESSION**

Moved by J. Burke , seconded by R. Dennis:

RESOLVED THAT the meeting go in-camera at 11:03 am ET

Moved by J. Burke , seconded by R. Dennis:

RESOLVED THAT the meeting return to open session at 12:20 pm ET

12. NEXT MEETING AND ADJOURNMENT

The next meeting will be held in-person/Zoom on Thursday, September 29, 2022, time TBA.

Moved by N. Beaudry, seconded by T. D'Souza:

RESOLVED THAT the meeting be and is hereby adjourned at 12:22 p.m., ET.

CARRIED

S. Belevici, RCIC
Chair of the Board of Directors

J. Dhoother
Recording Secretary

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda item 3 – Report on the FAC meeting on September 15, 2022**

Date: September 22, 2022

Summary:

The Finance and Audit Committee (FAC) met on September 15, 2022 to review the internal financial statements for the period November 23, 2021 to June 30, 2022 and the investment Report.

Requested Action:

This memorandum is for the information of Directors only. Specific FAC proposal requiring Board approval has been included on the Board Meeting Agenda under agenda 4.

Discussion/Analysis:

The following topics were discussed during the FAC meeting on September 15, 2022:

Internal Financial Statements for the period November 23, 2021 to June 30, 2022 – Management presented, and the Committee discussed and accepted the report as presented.

Investment Report as of June 30, 2022 – The Committee accepted the Report as presented. Management will review the Investment Policy with the Committee in the next meeting.

Draft Audited Financial Statements for period ended June 30, 2022 – Lynn Stivaletti, audit partner from Goodman Mintz LLP, presented the draft audited financial statements for the period ended June 30, 2022. The Committee accepted the draft and recommended the approval from the Board at the upcoming Board of Directors meeting on September 29, 2022.

Reserve Funds Framework – Management presented, and the Committee discussed and accepted the report as presented.

Risk Register – Management presented, and the Committee discussed and accepted the report as presented.

FAC Workplan – Management presented the workplan for FY2023. The Committee discussed, accepted the workplan as presented and recommended the approval from the Board at the Board of Directors meeting on September 29, 2022.



Attachments:

Summarized Financial Report for the period ended June 30, 2022.
FAC Workplan FY2023

Summarized Financial Report for the period ended June 30, 2022

Summarized statements of operations for the period ended June 30, 2022 compared with the budget is presented as follows:

| Summarized Statement of Operations Period ended June 30, 2022 | Actual | Budget | Variance over (Under) Budget |
|--|---------------------|-----------------------|---|
| Total Revenue | 12,616,563 | 10,401,562 | 2,215,000 |
| Total Expense | 8,055,934 | 14,363,649 | (6,307,715) |
| Excess of Revenue Over Expenses | \$ 4,560,628 | \$ (3,962,087) | \$ 8,522,715 |

Highlights:

- Revenue was over budget resulted from:
 - Higher annual fees revenue generated from licensee increase. Students enrolled in the Immigration Practitioner Program (IPP) were required to complete the program by December 2022, henceforth resulted in licensee and exam fees increase.
 - Higher exam fees revenue generated from current Entry-to-Practice Exam (EPE) and the new EPE of the Graduate Diploma Program.
 - Higher interest income earned. Interest earned from operating account unbudgeted. Special arrangement with bank made in July 2021 after the budget was finalized.
- Expense was under budget due to postponement of some initiatives resulted from delay in transition to the College and lack of resources as budgeted positions were yet to be filled. In addition, the Professional Conduct provision is not included in the expenses and is not reflected in the excess of revenue over expenses.

A summarized Statement of Financial Position as of June 30, 2022 compared with November 22, 2021 is presented as follows:

| Summarized Statement of Financial Position | June 30, 2022 | November 22, 2021 | Increase (Decrease) |
|---|----------------------|--------------------------|--------------------------------|
| Total Assets | 21,873,610 | 22,547,485 | (673,875) |
| Total Liabilities | 1,089,532 | 6,324,036 | (5,234,504) |
| Total Net Assets | \$ 20,784,077 | \$ 16,223,449 | \$ 4,560,628 |

Highlights:

- Assets slightly decreased as the College increased in the utilization of funds for operations.
- Liabilities decreased because of the decrease in deferred revenue on annual fees and exam fees that were collected.

A summary of investments as of June 30, 2022 is presented as follows:

| | Principal | Rate | Maturity date |
|---|---------------------|-------|---------------|
| Desjardins – Term Deposit Certificates | | | |
| Certificate #401422 | 1,067,991 | 0.51% | 27-Sep-22 |
| Total Desjardins | \$ 1,067,991 | | |
| RBC GICs | | | |
| Redeemable GIC 100189283-0005 | 102,410 | 0.70% | 04-Dec-22 |
| Non-Redeemable GIC 100189283-0007 | 700,000 | 0.58% | 31-Aug-22 |
| Non-Redeemable GIC 100189283-0008 | 501,603 | 1.06% | 17-Jan-23 |
| Non-Redeemable GIC 180175017-018 | 750,000 | 0.75% | 26-Jul-22 |
| Non-Redeemable GIC 180175017-019 | 501,750 | 2.39% | 07-Apr-23 |
| Non-Redeemable GIC 180175017-021 | 800,000 | 2.79% | 03-Jun-23 |
| Non-Redeemable GIC 180175017-022 | 1,004,142 | 2.79% | 06-Jun-23 |
| Prime-linked Cashable GIC 180175017-016 | 1,000,000 | 0.45% | 15-Jul-22 |
| Prime-linked Cashable GIC 180175017-020 | 1,000,000 | 1.70% | 03-Jun-23 |
| Total RBC | \$ 6,359,905 | | |
| | | | |
| Total Short-term investments | \$ 7,427,896 | | |

Highlights:

- Investment interest revenue generated from guaranteed investment certificates (GICs) averaged at 0.41% rate of return per annum.
- Investment interest income of \$30K earned during the period.
- Bank rates remained low and only started to increase on March 2022.

FINANCE AND AUDIT COMMITTEE WORKPLAN - FY2023

| ACTIVITY | September 15, 2022 | November 17, 2022 | February 16, 2023 | May XX, 2023 (Date TBD) |
|--|--|---|---|--------------------------------------|
| WORKPLAN | | | | |
| Create work plan for the current year | Review and approve FAC Workplan | | | |
| FINANCIAL REPORTING | | | | |
| Review quarterly financial statements prepared by management | Review FY2022 Q4 Review FY2022 Draft Audited Financial Statements | Review FY2023 Q1 | Review FY2023 Q2 and Q2 Outlook | Review FY2023 Q3 and FY2023 Forecast |
| Review the annual audited financial statements with Management and the external auditor | | | | |
| Appoint the external auditor | | Appointment of auditor for FY2023 | | |
| ANNUAL BUDGETING | | | | |
| Receive from management and review operating and capital budgets for the next year | | | | Review FY2024 Budget |
| INVESTMENTS | | | | |
| Review quarterly investment <u>returns</u> to ensure compliance with the current investment policy | Review FY2022 Q4 | Review FY2023 Q1 | Review FY2023 Q2 | Review FY2023 Q3 |
| Review annually the investment policy and determine the appropriateness of existing policy to the needs of the College | | Discuss investment policy | | |
| INTERNAL CONTROL AND INFORMATION SYSTEMS | | | | |
| Review banking arrangements, signing authorities and cash management controls and compliance to such controls | | | Review Signing Authority Policy | |
| GOVERNANCE AND COMPLIANCE | | | | |
| Review regular reports by management with respect to the College's compliance with laws and regulations (payroll taxes, HST remittance, EHT payments) | Review Compliance Certificate | Review Compliance Certificate | Review Compliance Certificate | Review Compliance Certificate |
| Review whistleblower policy | | | Review Disclosure of Incidents of Wrongdoing Policy | |
| RISK MANAGEMENT | | | | |
| Review with management on financial risks and control as such | Review Risk Register | Review Risk Register | Review Risk Register | Review Risk Register |
| RELATIONSHIP WITH AUDITORS | | | | |
| Meet annually with the auditor. Receive auditor's Independence Letter with disclosure of all engagements and fees related thereto for non-audit services to the firm | Auditor presents draft audited financial statements and audit findings. In-camera meeting with auditor | | | |
| Review of auditor's performance to gauge satisfaction and performance | Review Auditor Performance Evaluation Survey | Review results of Auditor Performance Evaluation Survey | | |
| OTHERS | | | | |
| Discuss Reserve Policy framework | Discuss Reserve Policy | | | |

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel, Chair, Governance and Nominating Committee (GNC)**

Re: **Agenda item 3(c) – Consent Agenda GNC Report**

Date: September 22, 2022

Summary:

The Governance and Nominating Committee (GNC) met on September 20, 2022.

Requested Action:

For the information of Directors only, no action is required. Specific GNC proposals requiring Board approval have been included on the Board meeting Agenda under items 7, 8, 9 and 10.

Discussion/Analysis:

The GNC met on September 20, 2022, and discussed the following items:

- Consultation Process for finalizing the Code of Professional Conduct Interpretation Guide – See Agenda Item 7
- Appointment of Additional Committee member(s) – See Agenda Item 8
- Inaugural Meeting of Licensees – See Agenda Item 9
- Annual Report – See Agenda Item 10
- Proposed College Act Amendments – planned by IRCC for 2023 Federal Budget
- College Act Regulations – target date for completion: “Mid-2024”
- College By-laws – target date for completion: Mid-2024

MEMORANDUM

To: **Board of Directors**

From: **Russ Harrington, Chief Operating Officer (COO) and Joyce Chow Ng, Controller**

Re: **Agenda item 4 – Approval of Draft Audited Financial Statements for period November 23, 2021 - June 30, 2022**

Date: September 22, 2022

Summary:

Draft audited financial statement for period November 23, 2021 to June 30, 2022, have been prepared by Goodman Mintz LLP. The Finance and Audit Committee (FAC) recommends the draft audited financial statements be approved by the Board.

Requested Actions:

THAT:

- [1] the draft audited financial statements of the College for the period November 23, 2021 to June 30, 2022, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved; and
- [2] any two Directors be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval.

Discussion/Analysis:

Goodman Mintz, LLP, Chartered Professional Accounts, Licenced Public Accountants, the public accountants of the College, conducted a virtual examination of documents relating to this period and developed the Independent Auditor's Report, audited financial statements, and related documents attached to this memorandum.

L. Stivaletti, CPA, CA of Goodman Mintz, LLP provided an overview of the work performed in developing the draft audited financial statements and the draft Auditor's Report to the full Board of Directors.

Attachments:

Draft Audited Financial Statements of the College for the period November 23, 2021 – June 30, 2022 and draft Independent Auditor's Report.

**COLLEGE OF IMMIGRATION AND CITIZENSHIP
CONSULTANTS**

FINANCIAL STATEMENTS

JUNE 30, 2022

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

JUNE 30, 2022

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
College of Immigration and Citizenship Consultants

Opinion

We have audited the accompanying financial statements of **College of Immigration and Citizenship Consultants**, which comprise the statement of financial position as at June 30, 2022 and the statements of operations, changes in net assets and cash flows for the period November 23, 2021 to June 30, 2022, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion these financial statements present fairly, in all material respects, the financial position of **College of Immigration and Citizenship Consultants** as at June 30, 2022, and the results of its operations and its cash flows for the period November 23, 2021 to June 30, 2022 in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial

statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada
XXXXX

Chartered Professional Accountants
Licensed Public Accountants

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2022

2022

| ASSETS | |
|--|-----------------------------|
| CURRENT | |
| Cash | \$ 13,671,890 |
| Short-term investments [Note 3] | 7,427,895 |
| Accounts receivable | 177,713 |
| Prepaid expenses | <u>353,768</u> |
| | 21,631,266 |
| CAPITAL ASSETS [Note 4] | <u>242,344</u> |
| | <u>\$ 21,873,610</u> |
| LIABILITIES | |
| CURRENT | |
| Accounts payable and accrued liabilities [Note 5] | \$ 891,033 |
| Deferred revenue | <u>198,500</u> |
| | <u>1,089,533</u> |
| NET ASSETS | |
| UNRESTRICTED | 12,527,587 |
| INVESTED IN CAPITAL ASSETS | 242,343 |
| INTERNALLY RESTRICTED FOR TRANSITION TO COLLEGE [Note 8] | 1,670,175 |
| INTERNALLY RESTRICTED FOR IT INFRASTRUCTURE DEVELOPMENT [Note 8] | 2,343,972 |
| INTERNALLY RESTRICTED FOR DIRECTORS' AND OFFICERS' LIABILITY COVERAGE | <u>4,000,000</u> |
| | <u>20,784,077</u> |
| | <u>\$ 21,873,610</u> |

APPROVED ON BEHALF OF THE BOARD OF DIRECTORS:

Director

Director

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

STATEMENT OF CHANGES IN NET ASSETS

FOR THE PERIOD NOVEMBER 23, 2021 TO JUNE 30, 2022

| | Unrestricted | Invested in Capital Assets | Reserve for Transition to College [Note 8] | Reserve for IT Infrastructure Development [Note 8] | Reserve for Directors' and Officers' Liability Coverage | 2022 |
|--|----------------------|---|---|---|--|----------------------|
| BALANCE - Beginning of period | \$ 7,075,177 | \$ 193,651 | \$ 2,068,414 | \$ 2,886,207 | \$ 4,000,000 | \$ 16,223,449 |
| Excess of revenues over expenditures | 5,581,194 | (80,092) | (398,239) | (542,235) | - | 4,560,628 |
| Net change in capital assets | (128,784) | 128,784 | - | - | - | - |
| BALANCE - End of period | \$ 12,527,587 | \$ 242,343 | \$ 1,670,175 | \$ 2,343,972 | \$ 4,000,000 | \$ 20,784,077 |

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

STATEMENT OF OPERATIONS

FOR THE PERIOD NOVEMBER 23, 2021 TO JUNE 30, 2022

| | 2022 |
|--|----------------------------|
| <hr/> | |
| REVENUE | |
| Licensee fees | \$ 11,162,994 |
| Examination fees | 864,975 |
| Specialization program fees | 400,650 |
| Interest income | 107,862 |
| Other income | 80,081 |
| | <u>12,616,562</u> |
| EXPENDITURES | |
| Amortization | 80,092 |
| Bad debts (recovery) | (481,661) |
| Governance [Note 7] | 81,780 |
| Information technology | 874,641 |
| Insurance | 108,303 |
| Interest and bank charges | 208,926 |
| Office and general | 161,113 |
| Practice management and education | 190,956 |
| Professional conduct and discipline | 274,785 |
| Professional fees | 590,906 |
| Public affairs and communications | 420,858 |
| Registration and examination | 207,823 |
| Rent | 376,129 |
| Salaries and benefits | 4,889,241 |
| Translation | 45,472 |
| Travel | 25,754 |
| | <u>8,055,118</u> |
| EXCESS OF REVENUES OVER EXPENDITURES BEFORE THE FOLLOWING | 4,561,444 |
| LOSS ON DISPOSAL OF CAPITAL ASSETS | <u>(816)</u> |
| EXCESS OF REVENUES OVER EXPENDITURES | <u><u>\$ 4,560,628</u></u> |
| <hr/> | |

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

STATEMENT OF CASH FLOWS

FOR THE PERIOD NOVEMBER 23, 2021 TO JUNE 30, 2022

2022

CASH FLOWS FROM OPERATING ACTIVITIES

| | |
|--|--------------------|
| Excess of revenues over expenditures | \$ 4,560,628 |
| Adjustment for | |
| Amortization | 80,092 |
| Loss on disposal of capital assets | <u>816</u> |
| | 4,641,536 |
| Net changes in non-cash working capital | |
| Accounts receivable | (21,707) |
| Prepaid expenses | 1,824 |
| Accounts payable and accrued liabilities | (306,527) |
| Deferred revenue | <u>(4,927,977)</u> |
| | <u>(612,851)</u> |

CASH FLOWS FROM INVESTING ACTIVITIES

| | |
|---|------------------|
| Purchase of short-term investments, net | (6,402) |
| Purchase of capital assets | (129,600) |
| Proceeds on disposal of capital assets | <u>-</u> |
| | <u>(136,002)</u> |

NET INCREASE IN CASH (748,853)

CASH - Beginning of period 14,420,743

CASH - End of period \$ 13,671,890

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

NOTES TO FINANCIAL STATEMENTS

FOR THE PERIOD NOVEMBER 23, 2021 TO JUNE 30, 2022

NATURE OF OPERATIONS

The College of Immigration and Citizenship Consultants ("CICC" or the "College") is the national regulatory and licensing body for individuals who practice as a Canadian immigration / citizenship consultant for a fee, as well as international student advisors.

The Immigration Consultants of Canada Regulatory Council (the "Council") was a not-for-profit organization incorporated without share capital on February 18, 2011 under the Canada Not-For-Profit Corporations Act. On November 23, 2021 the Council was continued as the College under the College of Immigration and Citizenship Consultants Act ("College Act"). The College is exempt from income tax under section 149(1)(l) of the Income Tax Act.

The College operates as a financially self-funding and self-sustaining not-for-profit organization that relies on licensee fees and is an entity without transferable ownership interests. The College is organized and operates exclusively for social, educational, professional and other not-for-profit purposes. The Annual General Meeting (AGM) is held each year and every active licensee has the right to attend in person.

CICC's mandate is as follows:

- Promoting and protecting the public interest by governing and regulating the practice of individuals and firms as immigration and citizenship practitioners;
- Establishing entry-to-practice education requirements;
- Licensing professionals - Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISIAs);
- Overseeing the professional development and conduct of its licensees and registrants;
- Receiving, investigating and adjudicating complaints against its licensees and registrants; and
- Administering a disciplinary process to sanction its licensees and registrants whose professional development and conduct fail to meet CICC's standards.

Refer to Note 2 regarding the transition to College of Immigration and Citizenship Consultants ("the College").

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of presentation

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

For financial statement purposes, the accounts of the College have been classified into the following funds:

Invested in Capital Assets

Invested in Capital Assets represents the assets, liabilities, revenue and expenses related to the College's capital assets, including acquisitions and dispositions.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [Continued]**(a) Basis of presentation [Continued]****Reserve for Transition to College**

The internally restricted Reserve for Transition to College was established by the Board of Directors to provide support for the transition of the former Council to the College.

Reserve for IT Infrastructure Development

The internally restricted Reserve for IT Infrastructure Development was established by the Board of Directors to provide support for review and upgrade of the information technology ("IT") infrastructure.

Reserve for Directors' and Officers' Liability Coverage

The internally restricted Reserve for Directors' and Officers' Liability Coverage was established by the Board of Directors to self-fund or provide additional D&O insurance coverage.

(b) Revenue recognition

Non-refundable licensee fees are deferred and recognized as revenue over the term of the licensed period.

Examination and specialization program revenue, cancellation fees and other income are recognized when services are performed and collection is reasonably assured. Interest income is recognized on a time proportion basis.

(c) Amortization

Capital assets are recorded at cost. Software development costs in progress are not amortized until the project is completed. Amortization is charged to expenditures over the estimated useful life of the asset on the following basis:

| | |
|--|-----------------------------|
| Computer equipment..... | 3 year straight line basis |
| Computer software..... | 2 year straight line basis |
| Office equipment..... | 3 year straight line basis |
| Furniture..... | 10 year straight line basis |
| Leasehold improvements..... | 10 year straight line basis |
| Information and communication technology equipment..... | 7 year straight line basis |

The College reviews capital assets for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable. When indicators of impairment exist, and the carrying value is greater than the net recoverable amount, an impairment loss is recognized to the extent that fair value is below carrying value.

(d) Financial instruments

The College recognizes its financial instruments when it becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value. At initial recognition, the College may irrevocably elect to subsequently measure any financial instrument at fair value. The College has not made such an election during the year.

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of any write-down is recognized in net income. Any previously recognized impairment losses may be reversed to the extent of the improvement directly, or by adjusting an allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES [Continued]**(d) Financial instruments [Continued]**

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in the excess of revenue over expenditures for the current period. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at their amortized cost or cost.

The College's financial instruments include cash, short-term investments, accounts receivable and accounts payable and accrued liabilities. Cash is subsequently measured at fair value, while the other financial assets and liabilities are subsequently measured at their amortized cost.

Unless otherwise noted, the carrying value of the financial instruments are a reasonable approximation of their fair value given the short terms to maturity.

(e) Leases

Leases entered into by the College as lessee that transfer substantially all the benefits and risks of ownership to the College are recorded as capital leases and are included in capital assets and capital lease obligations.

All other leases are classified as operating leases under which leasing costs are expensed on a straight-line basis over the term of the lease. Asset values recorded under capital leases are amortized using the same amortization method of the respective assets. Obligations recorded under capital leases are reduced by lease payments net of imputed interest.

(f) Write-down of long-lived assets

The College monitors its use of capital assets and when the capital asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. As at June 30, 2022 no write-down was recorded.

(g) Use of estimates

The preparation of financial statements in accordance with Canadian ASNPO requires management to make estimates and assumptions that affect the recognition, measurement and disclosure of amounts reported in the financial statements and accompanying notes. The reported amounts and note disclosures are determined using management's best estimates based on assumptions that reflect the most probable set of economic conditions and planned course of action. Significant estimates include the valuation of accounts receivable and estimated useful life of capital assets. Actual results may differ from such estimates.

2. TRANSITION TO COLLEGE

On November 23, 2021 the Minister of Immigration, Refugees and Citizenship formally announced that the Council was to be continued as the College. Audited financial statements were issued for the period July 1, 2021 to November 22, 2021, reflecting the final reporting period of the Council.

These financial statements have been prepared to reflect the financial results of the College from November 23, 2021 to June 30, 2022. Comparative information has not been presented herein as the prior period pertained to the Council.

Pursuant to the College Act, the College is currently governed by a transitional Board of Directors which oversees the approval of the initial College By-laws and other procedures. This transitional period will end when the Minister issues a final order setting the number and composition of the final College Board of Directors and prescribes a date by which the new Board must be in office.

The College has enhanced powers to regulate the immigration consulting profession in the public interest, including new authority to investigate and pursue unauthorized practitioners. These changes will support better protection of Canadian, newcomers, and licensed immigration consultants. Obtaining the statutory authority to regulate itself under the College Act marks a key milestone in the development and regulation of the profession.

The College Act requires the establishment of a fund to compensate persons who have been adversely affected by the conduct or activities of a licensee. At the date of these financial statements the compensation fund has not yet been established by the Ministry of Immigration, Refugees and Citizenship Canada.

During the normal course of its operations, the College deals with professional conduct and discipline cases brought against its licensees and individuals acting without a license. Costs associated with prosecuting registered complaints are accounted for as incurred. Management has indicated an intent to recommend that the Board of Directors approve the establishment of an internally restricted reserve fund for professional conduct expenses associated with these cases. At the date of these financial statements the internally restricted reserve fund has not yet been established.

3. SHORT-TERM INVESTMENTS

| | <u>2022</u> |
|---|---------------------|
| GIC, bearing interest at 0.45%, maturing July 15, 2022 | \$ 1,000,000 |
| GIC, bearing interest at 0.75%, maturing July 26, 2022 | 750,000 |
| GIC, bearing interest at 0.58%, maturing August 31, 2022 | 700,000 |
| Term deposit, bearing interest at 0.51%, maturing September 27, 2022 | 1,067,990 |
| GIC, bearing interest at 0.70%, maturing December 4, 2022 | 102,410 |
| GIC, bearing interest at 1.06%, maturing January 17, 2023 | 501,603 |
| GIC, bearing interest at 2.39%, maturing April 7, 2023 | 501,750 |
| GIC, bearing interest at 1.70%, maturing June 3, 2023 | 1,000,000 |
| GIC, bearing interest at 2.79%, maturing June 3, 2023 | 800,000 |
| GIC, bearing interest at 2.79%, maturing June 6, 2023 | 1,004,142 |
| | <u>\$ 7,427,895</u> |

4. CAPITAL ASSETS

| | <u>2022</u> | | |
|---|---------------------|-------------------------------------|-------------------------------|
| | <u>Cost</u> | <u>Accumulated Amortization</u> | <u>Net Book Value</u> |
| Computer equipment | \$ 503,835 | \$ 314,566 | \$ 189,269 |
| Computer software | 144,897 | 129,422 | 15,475 |
| Office equipment | 102,805 | 97,589 | 5,216 |
| Furniture | 162,022 | 143,656 | 18,366 |
| Leasehold improvements | 58,078 | 58,078 | - |
| Information and communication technology equipment | 460,956 | 446,938 | 14,018 |
| | <u>\$ 1,432,593</u> | <u>\$ 1,190,249</u> | <u>\$ 242,344</u> |

5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$NIL.

6. COMMITMENTS

Future minimum annual commitments under operating leases for premises, exclusive of certain occupancy charges are approximately as follows:

| | <u>Premises</u> |
|------|-----------------|
| 2023 | \$ 364,073 |
| 2024 | 367,811 |
| 2025 | 153,255 |

7. GOVERNANCE

The Board of Directors is responsible for providing governance oversight to management in the affairs of the College. The Board consists of 9 directors, 5 of whom were appointed by the Minister of Immigration, Refugees and Citizenship Canada and 4 who were elected to the Council board and continued to the College board. Board and Committee Members are compensated as follows:

- Board Chair - \$2,000 per month.
- Board Vice Chair - \$700 per month.
- Directors - \$80 per hour for attending Board meetings; \$50 per hour for attending Committee and task force meetings to a maximum of \$1,809 for one year.
- Committee members who are not Directors are compensated at a rate of \$50 per hour to a maximum of \$1,809 for one year.

Governance expense consists of the following:

| | <u>2022</u> |
|-----------------|------------------|
| Directors' fees | \$ 42,121 |
| Board meeting | 27,743 |
| Travel | 11,916 |
| | <u>\$ 81,780</u> |

8. TRANSITION TO COLLEGE AND IT INFRASTRUCTURE DEVELOPMENT EXPENSES

During the year, certain expenses were incurred in support of the transition of the Council to the College and IT infrastructure development (See Note 2). These expenses are reported on the Statement of Operations and are included in various expenditure categories as follows:

| | |
|-----------------------------------|-------------------|
| Practice management and education | \$ 97,334 |
| Professional fees | 167,906 |
| Public affairs and communications | 102,853 |
| Registration and examination | 30,146 |
| | <u>\$ 398,239</u> |
| Information technology | <u>\$ 542,235</u> |

9. FINANCIAL INSTRUMENTS

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the entity's risk exposure and concentration at June 30, 2022.

(a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the College will not have sufficient funds to settle transactions on the due date; will be forced to sell financial assets at a value which is less than what they are worth; or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities and from commitments.

The College continues to focus on maintaining adequate liquidity to meet operating working capital requirements and capital expenses. The College prepares budgets and cash flow forecasts to ensure it has sufficient funds to fulfil its obligations.

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The College's financial instruments that are exposed to concentrations of credit risk relate primarily to accounts receivable. The College manages its exposure to this risk by evaluating the creditworthiness of new licensees and monitoring outstanding licensee balances. Accounts receivable is shown net of an allowance for doubtful accounts of \$920,488.

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

(d) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College is not exposed to any currency risk.

(e) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to interest rate risk on its short term investments and manages this risk by attempting to maximize returns on its short term investments.

(f) Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The College is not exposed to any other price risk.

10. COVID-19 PANDEMIC

In March 2020, the World Health Organization declared the outbreak of COVID-19 to be a global pandemic. This has had significant financial, market and social impacts. Throughout the period, the College continued to close its office locations and maintained work from home protocols. At the time of the approval of these financial statements, the College has decided to remain a remote work environment for the near future.

11. COMPARATIVE FIGURES

Comparative figures have not been presented as prior period results reflect operations before transition to the College of Immigration and Citizenship Consultants.

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

1002 - 5500 North Service Road
Burlington, ON L7L 6W6

September 29, 2022

Goodman Mintz, LLP
Chartered Professional Accountants
1 Valleybrook Drive, Suite 300
Toronto, ON M3B 2S7

Dear Sirs/Madam:

We are providing this letter in connection with your audit of the financial statements of College of Immigration and Citizenship Consultants as of June 30, 2022 and for the year then ended for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian Accounting Standards for Not-For-Profit Organizations (ASNPO).

We confirm that we are responsible for the fair presentation of the financial statements in accordance with Canadian ASNPO. We acknowledge that we are also responsible for the implementation and operation of internal controls that are designed to prevent and detect fraud and error.

We understand that your audit was made in accordance with Canadian ASNPO and accordingly included such tests of the accounting records and such other auditing procedures as you considered necessary in the circumstances for the purpose of obtaining reasonable assurance that the financial statements are free from material misstatement. However, such an audit is based on selective tests. Because you do not perform a detailed examination of all transactions, there is a risk that material fraud, error, violation or possible violation of laws or regulation may exist, but not be detected. Based on our assessment, we believe the risk that the financial statements may be materially misstated as a result of fraud to be acceptably low.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We hereby confirm that to the best of our knowledge and belief as of the date of this letter:

- We have disclosed to you changes during the period under audit in the company's accounting principles and practices.
- We believe that the significant assumptions used by us in making accounting estimates, including those used in arriving at the fair values of financial instruments, as measured and disclosed in the financial statements, are reasonable and appropriate in the circumstances.
- We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

- All related-party transactions have been appropriately measured and disclosed in the financial statements.
- The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
- We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
- All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
- The Company has satisfactory title to all assets, and there are no liens or encumbrances on the Company's assets, nor has any asset been pledged as collateral except as disclosed in the notes to the financial statements.
- We have disclosed to you, and the Company has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
- There have been no events subsequent to the balance sheet date up to the date hereof that would require recognition or disclosure in the financial statements.

Completeness of Information

- We have provided you with:
 - access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - additional information that you have requested from us for the purpose of the audit; and
 - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
- We have made available to you all minutes of the meetings of shareholders, directors and committees of directors.
- There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
- We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
- We are unaware of any violations or possible violations of laws or regulations, the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
- We have identified to you all known related parties and related party transactions, including guarantees, non-monetary transactions and transactions for no consideration.

- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
- We have reviewed, approved and recorded all of the following:
 - Account codes you determined or changed;
 - Transactions you classified; and
 - Accounting records you prepared or changed.

Yours truly,

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

Per: _____ Title: _____
(Name)

Per: _____ Title: _____
(Name)



September 29, 2022

The Board of Directors
College of Immigration and Citizenship Consultants
5500 North Service Road, Suite 1002
Burlington, ON
L7L 6W6

Dear Members of the Board of Directors:

Re: Audit Findings

This letter has been prepared to assist you with your review of the financial statements of College of Immigration and Citizenship Consultants for the period November 23, 2021 to June 30, 2022. This letter summarizes our significant findings arising from the audit and other matters which we believe should be brought to your attention.

AUDIT SCOPE AND RESPONSIBILITY OF GOODMAN MINTZ, LLP

Independent Auditor's Report

We have completed the audit of the financial statements for the period November 23, 2021 to June 30, 2022, with the exception of obtaining a signed representation letter from management, which will be obtained before the final statements are issued, along with completion of subsequent events procedures. Our Independent Auditor's Report will be dated on the date that the Board approves the financial statements. Please refer to Appendix I for our draft independent auditor's report.

Our audit report has indicated that the financial statements present fairly in all material respects, the financial position, results of operations and cash flows of the Organization in accordance with Canadian accounting standards for not-for-profit organizations.

Our audit of the financial statements was performed in accordance with Canadian generally accepted auditing standards, and was performed to obtain reasonable, rather than absolute, assurance whether the financial statements are free of material misstatement. Our audit included assessing the risk that the financial statements may contain material misstatements, examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and their application, and assessing the significant estimates made by management.

Independence

As external auditors of College of Immigration and Citizenship Consultants, we are required to be independent in accordance with the Canadian professional requirements. These standards require

that we disclose to the Board all relationships that, in our professional judgement, may reasonably be thought to bear on independence.

We have addressed a letter to the Board of Directors which confirmed that we were objective with respect to the Organization within the meaning of the Rules of Professional Conduct of the Institute of Chartered Professional Accountants of Ontario, a copy of which has been included as Appendix II.

We confirm that we are independent, that there has been no change in the relationships described in the aforementioned letter and that we are not presently aware of any relationship or non-audit service that would impair our independence for purposes of expressing an opinion on the financial statements.

RESPONSIBILITY OF MANAGEMENT

The preparation of the financial statements, including the accompanying notes, is the responsibility of management. This includes the preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Management is responsible for selecting the significant accounting policies used in the preparation of the financial statements, and for applying judgment in preparing accounting estimates contained in the financial statements, as well as for preparing or obtaining documentation supporting amounts and disclosures in the financial statements. In addition, management is responsible for assessing the impact of any misstatements detected during the preparation and audit of the financial statements, individually and in aggregate, on the fair presentation of amounts and disclosures contained in the financial statement and determining if such adjustments should be recorded.

The transactions and estimates reflected in the accounts and in the financial statements are within the direct control of management. Accordingly, the fairness of the representations made through the financial statements is an implicit and integral part of management's responsibility. Throughout the course of our audit, we obtain representations from management in the form of answers to our audit enquiries. We have obtained a formal representation letter from management at the conclusion of the audit, a copy of which has been included as Appendix III.

AREAS OF FOCUS

Included in this section are significant matters we believe are appropriate for discussion at the upcoming board meeting.

Materiality

Materiality was adjusted to reflect the period under audit which was less than a full fiscal year and was \$180,000. There were no changes to the audit plan from the planning stage, where we communicated the audit plan to management.

Accounting Policies

The significant accounting policies used by the entity are outlined in Note 1 to the financial statements:

- There were no initial selections of, or changes to, significant accounting policies and practices to bring to your attention.
- We did not identify any alternative accounting policies that would have been more appropriate in the circumstances.
- We did not identify any significant accounting policies in controversial or emerging areas.

Significant Financial Statement Disclosures

A note to financial statements has once again been included in the current year to describe management's assessment of the effect of COVID-19 on the future operations.

Existing notes to financial statements were modified to reflect that the organization was continued as the College in the period. A comment was added to Note 2 to highlight the requirement under the College Act for the College to establish a compensation fund and that the fund has not yet been established by the Ministry of Immigration, Refugees and Citizenship Canada at June 30, 2022.

A comment was added to Note 2 to highlight management's intent to recommend the establishment of an internally restricted reserve fund for professional conduct expenses.

We did not identify any other financial statement disclosures that are particularly significant, sensitive or require significant judgments, that we believe should be specifically drawn to your attention.

Misstatements

Misstatements identified during the audit have been categorized as follows:

- Corrected misstatements, including disclosure misstatements
- Uncorrected misstatements, including disclosure misstatement.

Corrected Misstatements

The management's representation letter in Appendix III typically includes all misstatements identified as a result of the audit, communicated to management and subsequently corrected in the financial statements. In the current period no misstatements or adjustments were recorded.

Uncorrected Misstatements

During the course of an audit, we accumulate uncorrected misstatements that have been identified and communicate them to management. We then request that management correct these misstatements, unless in aggregate they are immaterial. In the current period no uncorrected and immaterial misstatements were identified.

Significant Deficiencies in Internal Control

A deficiency in internal control exists when a control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, misstatements in the financial statements on a timely basis, or when a control necessary to prevent, or detect and correct, misstatements in the financial statements on a timely basis is missing.

A significant deficiency in internal control is defined as a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

To identify and assess the risks of material misstatement in the financial statements, we are required to obtain an understanding of internal control relevant to the audit. This understanding is used for the limited purpose of designing appropriate audit procedures. It is not used for the purpose of expressing an opinion on the effectiveness of internal control and, as a result, we do not express any such opinion. The limited purpose also means that there can be no assurance that all significant deficiencies in internal control, or any other control deficiencies, will be identified during our audit.

We did not identify any control deficiencies that, in our judgment, would be considered significant deficiencies.

Other Matters

We have not identified any other significant matters that we wish to bring to your attention at this time.

CURRENT ACCOUNTING, AUDITING AND REPORTING DEVELOPMENTS

We continually monitor the potential impact of new accounting pronouncements and other developments on the accounting practices of College of Immigration and Citizenship Consultants. There are no accounting standards or pronouncements that are issued but not yet effective that impact the organization.

We would like to thank management and staff for the assistance they provided to us during the audit.

We hope the information in this audit findings letter will be useful. We would be pleased to discuss them with you and respond to any questions you may have.

This letter was prepared for the sole use of those charged with governance of College of Immigration and Citizenship Consultants to carry out and discharge their responsibilities. The content should not be disclosed to any third party without our prior written consent, and we assume no responsibility to any other person.

Yours truly,

Goodman Mintz, LLP
Chartered Professional Accountants



Lynn Stivaletti, CPA, CA
Partner

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APPENDICES

- I Draft Independent Auditor's Report
- II Draft Independence Letter
- III Draft Management Representation Letter

I Draft Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
College of Immigration and Citizenship Consultants

Opinion

We have audited the accompanying financial statements of **College of Immigration and Citizenship Consultants**, which comprise the statement of financial position as at June 30, 2022 and the statements of operations, changes in net assets and cash flows for the period November 23, 2021 to June 30, 2022, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion these financial statements present fairly, in all material respects, the financial position of **College of Immigration and Citizenship Consultants** as at June 30, 2022, and the results of its operations and its cash flows for the period November 23, 2021 to June 30, 2022 in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial

statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada
XXXXXX

Chartered Professional Accountants
Licensed Public Accountants

II Draft Independence Letter

September 29, 2022

To the Board of Directors of
College of Immigration and Citizenship Consultants
1002 - 5500 North Service Road
Burlington, ON L7L 6W6

Dear Members of the Board of Directors:

We have been engaged to audit the financial statements of College of Immigration and Citizenship Consultants for the year ended June 30, 2022.

Canadian generally accepted auditing standards (GAAS), require that we communicate at least annually with you regarding all relationships between the Association and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislation, covering such matters as:

- (a) holding a financial interest, either directly or indirectly, in a client;
- (b) holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;
- (c) personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;
- (d) economic dependence on a client; and
- (e) provision of services in addition to the audit engagement.

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS
September 29, 2022

We are not aware of any relationships between the Association and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence that have occurred from September 24, 2021 to September 29, 2022.

The total fees charged to the Association were for audit services and no non-audit services were performed.

GAAS requires that we confirm our independence to management. However, since the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario deal with the concept of independence in terms of objectivity, our confirmation is to be made in that context. Accordingly, we hereby confirm that we are objective with respect to the Association within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario as of September 29, 2022.

This report is intended solely for the use of the board of directors, management and others within the Association and should not be used for any other purposes.

Should you have any questions regarding this letter, please do not hesitate to contact this office.

Yours very truly,

Goodman Mintz, LLP
Chartered Professional Accountants

Andrea Mintz, CPA, CA, LPA
Partner

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III Draft Management Representation Letter

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

1002 - 5500 North Service Road
Burlington, ON L7L 6W6

September 29, 2022

Goodman Mintz, LLP
Chartered Professional Accountants
1 Valleybrook Drive, Suite 300
Toronto, ON M3B 2S7

Dear Sirs/Madam:

We are providing this letter in connection with your audit of the financial statements of College of Immigration and Citizenship Consultants as of June 30, 2022 and for the year then ended for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian Accounting Standards for Not-For-Profit Organizations (ASNPO).

We confirm that we are responsible for the fair presentation of the financial statements in accordance with Canadian ASNPO. We acknowledge that we are also responsible for the implementation and operation of internal controls that are designed to prevent and detect fraud and error.

We understand that your audit was made in accordance with Canadian ASNPO and accordingly included such tests of the accounting records and such other auditing procedures as you considered necessary in the circumstances for the purpose of obtaining reasonable assurance that the financial statements are free from material misstatement. However, such an audit is based on selective tests. Because you do not perform a detailed examination of all transactions, there is a risk that material fraud, error, violation or possible violation of laws or regulation may exist, but not be detected. Based on our assessment, we believe the risk that the financial statements may be materially misstated as a result of fraud to be acceptably low.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We hereby confirm that to the best of our knowledge and belief as of the date of this letter:

- We have disclosed to you changes during the period under audit in the company's accounting principles and practices.
- We believe that the significant assumptions used by us in making accounting estimates, including those used in arriving at the fair values of financial instruments, as measured and disclosed in the financial statements, are reasonable and appropriate in the circumstances.
- We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

- All related-party transactions have been appropriately measured and disclosed in the financial statements.
- The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
- We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
- All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
- The Company has satisfactory title to all assets, and there are no liens or encumbrances on the Company's assets, nor has any asset been pledged as collateral except as disclosed in the notes to the financial statements.
- We have disclosed to you, and the Company has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
- There have been no events subsequent to the balance sheet date up to the date hereof that would require recognition or disclosure in the financial statements.

Completeness of Information

- We have provided you with:
 - access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - additional information that you have requested from us for the purpose of the audit; and
 - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
- We have made available to you all minutes of the meetings of shareholders, directors and committees of directors.
- There are no material transactions that have not been properly recorded in the accounting records underlying the financial statements.
- We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
- We are unaware of any violations or possible violations of laws or regulations, the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
- We have identified to you all known related parties and related party transactions, including guarantees, non-monetary transactions and transactions for no consideration.

- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
- We have reviewed, approved and recorded all of the following:
 - Account codes you determined or changed;
 - Transactions you classified; and
 - Accounting records you prepared or changed.

Yours truly,

COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS

Per: _____ Title: _____
(Name)

Per: _____ Title: _____
(Name)

MEMORANDUM

To: **Board of Directors**
From: **Beata Pawlowska,
Director of Professional Standards, Research, Education and Policy**
Re: **Agenda Item 5 - Mentoring (Supervised Practices) Policies**
Date: September 22, 2022

Summary:

The Board of Directors is asked to approve the proposed Supervised Practice Program Policy and the Supervised Practice Assessment and Grading Policy, together with the applicable program fee.

Requested Action:

THAT:

- (1) the Supervised Practice Program Policy, in the form attached hereto as Appendix A, be and is hereby approved;
- (2) the Supervised Practice Assessment and Grading Policy, in the form attached hereto as Appendix B, be and is hereby approved; and
- (3) College staff be and are hereby authorized and directed to implement and collect the Program Fee in the amount of \$665 per mentee and an Administrative Fee in the amount of \$150 as applicable.

Discussion/Analysis:

Mentoring is an invaluable tool to standardize the quality of practice among Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISIAs). The New-Licensee Mentoring Program (Supervised Practice Stream) is mandatory for new licensees who have been issued their Letter of Authority on or after July 1, 2022.

Authority for Proposed Action

By-law 2021-2, section 10

Background:

The lack of a practical experience component was identified as a significant gap in the RCIC and RISIA licensing process. Working under the supervision of an experienced licensee provides clear advantages to a new-licensee including:

- Transfer of knowledge to build underlying competencies;
- Building pride and trust in the profession;
- Building a sense of community;
- Supporting learning and development within the profession at all levels;
- Developing the critical, core competencies required of licensees to succeed; and
- Building continuity and relationships between experienced and new licensees.

Research indicated that the Canadian immigration consulting profession lacked sufficient larger, established firms to support the more traditional “paid student” approach used successfully in law, accountancy and many medical disciplines. Further research indicated that a robust, mandatory mentoring program for new licensees could also achieve these outcomes.

Reasons for Proposed Recommendation:

The College’s New-Licensee Mentoring Program is now ready for launch, on a pilot basis, as of the fall of 2022. Board approval of the Mentoring Program Policies supporting this new program and program fees is required.

Program Fees:

After extensive research of similar practical experience programs in other professions, College Staff recommend that the following fees be implemented to support the New Licensee Mentoring Program (Supervised Practice Stream):

Program Fee: \$665 per mentee

Administrative Fee: \$150

Attachment(s):

- Appendix A – Supervised Practice Program Policy
- Appendix B – Supervised Practice Assessment and Grading Policy

Supervised Practice Program Policy

Version: 2022-001
Last Modified: September 29, 2022

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Supervised Practice Program Policy

| | |
|--|--|
| GUIDING DOCUMENT(S): By-law 2021-2, sections 1.1(oo), 10.3, 10.4, 10.6 Code of Professional Conduct | DOCUMENT TYPE: Public Interest External |
| ADMINISTRATOR(S): Professional Standards, Research, Education and Policy | DOCUMENT NUMBER: TBD |
| EFFECTIVE DATE: X | REVISION DATE: TBD |

PURPOSE

This policy outlines the requirements for the College of Immigration and Citizenship Consultants' (College) New-Licensee Mentoring Program (Supervised Practice Stream) including the:

- General requirements of the program;
- Mentoring relationship;
- Program Fees; and
- Penalties for failure to complete the Program.

RATIONALE

By-law 2021-2 ss. 10.3 (b), 10.4 (b) and 10.6 (b) require a period of practical experience under the supervision of a designated, experienced licensee, completion of a formal assessment and such other requirements as the Board may, by resolution, determine from time to time as necessary to support licensees in the development of the competencies, knowledge, skills, values,

ethics, and attitudes required to provide immigration advice and services with professional competence [*Programme de mentorat pour les nouveaux titulaires de permis*]

The rationale for the New-Licensee Mentoring Program policy is to protect and promote the public interest by:

- building professional ethos (mastery of the work and collective accountability to the professional group/colleagues);
- developing the Essential Competencies expected of highly qualified immigration professionals via practical experiences and exposure to best practices; and
- strengthening commitment and service to the profession.

APPLICATION AND SCOPE

The New-Licensee Mentoring Program policy only applies to new licensees who are mandated to complete the New-Licensee Mentoring Program (By-law 10.3, 10.5, 10.6) within twelve (12) months of being licensed. Failure to complete the New-Licensee Mentoring Program within twelve (12) months of becoming licensed may result in suspension of the licensee (By-law s.10.7).

This policy applies to graduates of:

- Immigration Practitioner Programs who receive their Letter of Authority as a Class L1 Licensee and, as per section 10.3 of the By-law, are mandated to complete the New-Licensee Mentoring Program within twelve (12) months of licensing in order to become eligible for admission to Class L2 – RCIC- Restricted Practice;
- The Graduate Diploma Program in Immigration and Citizenship Law who receive their Letter of Authority as a Class L3 Licensee and, as per section 10.4 of the By-law, are mandated to complete the New-Licensee Mentoring Program within twelve (12) months of licensing in order to remain In Good Standing; and
- The International Students and Immigration Education Program (ISIEP) who receive their Letter of Authority as a Class L4 Licensee and, as per section 10.5 of the By-Law, are mandated to complete the New-Licensee Mentoring Program within twelve (12) months of licensing in order to become eligible for admission to Class L5 – RISIA – Unrestricted Practice

DEFINITIONS

Academic Integrity - the College supports the International Centre for Academic Integrity's definition of Academic Integrity as acting in all academic matters with honesty, trust, fairness, respect, responsibility, and courage. [*intégrité académique*]

Area of Practice Expertise – Refers to the identified area of practice whereby an experienced licensee has self-identified their expertise or proposed expertise. [*expertise dans le domaine de pratique*]

Attestation – Refers to a document signed by a Mentor that attests to a Mentee’s completion of the New-Licensee Mentoring Program. [*attestation*]

Case-Based Assessment – Refers to an assessment of a case comprised of Entrustable Performance Activities where a grade is to be granted. [*évaluation fondée sur des mises en situation*]

Classes of Licence – Refers to the Classes of Licence as described in section 10 of the Council By-law. [*catégories de permis*]

Conduct – Refers to the manner in which an individual behaves especially in a particular context and/or mentoring relationship. [*conduite*]

Conduct unbecoming – Refers to any behaviour that disrupts, undermines or interferes with the professional mentoring relationship. [*conduite indigne*]

Entrustable Performance Activities – Refers to competency-based activities that align with key performance indicators deemed integral to competent, independent immigration and citizenship practice. [*activités de performance déléguables*]

In Good Standing – Refers to an individual who is not in arrears in respect of any amount payable by such individual to the College for a period more than the time specified in the By-laws, is current and in full compliance with the requirements of the New-Licensee Mentoring Program, and the requirements of section 36 [Learning and Development], and section 41 [Professional Liability Insurance] and their licence with the College is not under suspension for any cause whatsoever. [*en règle*]

Mentee – Refers to a licensee who has received their Letter of Authority and is registered in the New-Licensee Mentoring Program. [*mentoré*]

Mentor – Refers to a licensee who has met the selection criteria set by the Department of Professional Standards, Research, Education and Policy and has been accepted to act as a Mentor in the New-Licensee Mentoring Program. [*mentor*]

MentorCity – Refers to the mentoring software platform for the delivery of the Mentoring Program. [*MentorCity*]

Obligation to Report – Refers to a Mentor or Mentee’s moral, ethical and professional duty to report to the College any instance(s) of a fellow Mentee or Mentor’s academic dishonesty and/or breach of professional conduct as prescribed in the Academic Integrity Policy and the Code of Professional Conduct. [*obligation de signaler*]

Program – Refers to a course of study offered by the College, namely the New-Licence Mentoring Program. [*programme*]

Program Fees – Refers to the cost of taking an approved Program for a class of licence, including all applicable taxes. [*frais rattachés au programme*]

Supervised Practice Stream – Refers to a stream of the mandatory New-Licensee Mentoring Program. [*volet de la pratique supervisée*]

POLICY REQUIREMENTS

1.0 General

- 1.1 The Mentor assumes all responsibility for the quality and accuracy of guidance, advice and training provided to the Mentee. Any Conduct unbecoming, negligence or breach of duty is the responsibility of the Mentor;
- 1.2 Mentors participating in the New-Licensee Mentoring Program must not request or assign Mentees any work on a gratuitous basis and must not accept money, fees or inducements from a Mentee;
- 1.3 Mentorship programs are not forums for Mentors or Mentees to solicit or sell services or products. Such activities are a conflict of interest as per the Code of Professional Conduct;
- 1.4 Licensees acknowledge that the Mentoring Program materials and all the items associated with the Program are the sole property of the College, as described in section 1.0 of the College's Supervised Practice Assessment and Grading Policy.

2.0 Conduct

- 2.1 All information, including conversations that take place in the Mentoring Program is confidential, and any information shared must have the consent in writing of both parties. Only information that is relevant to identifying progress in the development of the competencies required should be shared with the College.
- 2.2 Mentors and Mentees must meet all professional behaviour standards as set out in the [*Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*](#) (Code). Should a Mentor or Mentee become aware of an action and/or behaviour that may contravene the Code, such action and/or behaviour is to be reported to the College promptly.

PROCEDURAL REQUIREMENTS

3.0 Mentee Participation Requirements

- 3.1 New licensees who have been issued their Letter of Authority on or after July 1, 2022 must register for the New-Licensee Mentoring Program and must meet the following conditions:
 - Payment of all the required Program Fees; and
 - Creation of licensee profile in the College's Mentoring software.

4.0 Mentor Participation Requirements

- 4.1 Licensees who meet the following criteria are eligible to apply to become a Mentor in the New-Licensee Mentoring Program:

- Have practice expertise as an RCIC for at least the last 5 (five) years;
- Are In Good Standing with the College;
- Hold a current RCIC licence;
- Have significant experience in at least 2 (two) of the following areas of practice:
 - Temporary Resident Visas
 - IRB Applications
 - Family Classes
 - Economic Classes
 - Quebec-specific classes
 - Other Classes (i.e., Humanitarian and Compassionate Applications)
- Are available for a stipulated number of hours per month, for up to a 12-month period;
- Are available to complete orientation sessions; and
- Have strong written communication and documentation skills.

5.0 Program Fees

5.1 Following submission of a completed application and immediately following the invoice being issued, each Mentee shall be required to pay the non-refundable Program Fees to register in the New-Licensee Mentoring Program;

5.2 If the Mentee is unsuccessful in completing the New-Licensee Mentoring Program, the Mentee shall pay 80% of the Program Fees to re-register;

5.3 A Mentee who applies and pays the Program Fees, but fails to create the online profile required to facilitate a Mentor match within 14 business days of receiving their link to register in MentorCity must pay an additional administrative fee of \$150 and may be asked to re-register in a future cohort.

6.0 Failure to Complete

6.1 A Mentee who fails to complete the New-Licensee Mentoring Program within 12 (twelve) months of receiving their licence may, at the discretion of the College, be subject, on a case-by-case basis, to any one of the following actions:

- Required to re-register in the New-Licensee Mentoring Program; or
- Suspension of licence.

7.0 Challenge of Attestation Results

7.1 See New-Licensee Mentoring Program Assessment Policy, section 4.0.

RESOURCES

Mentee Registration Form

APPROVAL AND REVIEW

| | Details | Approval Authority | Date |
|-------------------|---|-----------------------------|------------|
| Original Approval | If relevant, add notes to alert readers about the modifications to the document (e.g., updated wording from Council to College) | Relevant approval authority | YYYY/MM/DD |
| | | | |
| | | | |

Supervised Practice Assessment and Grading Policy

Version: 2022-001
Last Modified: September 29, 2022

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Supervised Practice Assessment and Grading Policy

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|--|--|
| GUIDING DOCUMENT(S): By-law 2021-2, sections 1.1(oo), 10 | DOCUMENT TYPE: Public Interest External |
| ADMINISTRATOR(S): Professional Standards, Research, Education and Policy | DOCUMENT NUMBER: TBD |
| EFFECTIVE DATE: X 2022 | REVISION DATE: TBD |

PURPOSE

This policy sets out the criteria for assessments required by the mandatory New-Licensee Mentoring Program (Supervised Practice Stream) to evaluate the practice competence of new licensees. Successful completion of Case-Based Assessments within the New-Licensee Mentoring Program is required for new licensees within their first year of licensing.

RATIONALE

This assessment policy ensures a fair and equitable process to evaluate Assessments completed by Licensees registered in the New-Licensee Mentoring Program as mandated by By-law 2021-2.

APPLICATION AND SCOPE

The New-Licensee Mentoring Program includes a period of practical experience under the supervision of an experienced licensee, completion of a formal assessment and such other requirements as the Board may, by resolution, determine from time to time to support licensees in the development of the competencies. Demonstrating the knowledge, skills, values, ethics, and

attitudes are critical in determining a licensee's competence to provide immigration and citizenship consulting [*Programme de mentorat pour les nouveaux titulaires de permis*].

This policy applies to graduates of:

- Immigration Practitioner Programs who receive their Letter of Authority as a Class L1 Licensee and, as per section 10.3 of the By-law, are mandated to complete the New-Licensee Mentoring Program within twelve (12) months of licensing in order to become eligible for admission to Class L2 – RCIC- Restricted Practice;
- The Graduate Diploma Program in Immigration and Citizenship Law who receive their Letter of Authority as a Class L3 Licensee and, as per section 10.4 of the By-law, are mandated to complete the New-Licensee Mentoring Program within twelve (12) months of licensing in order to remain In Good Standing;
- The International Students and Immigration Education Program (ISIEP) who receive their Letter of Authority as a Class L4 Licensee and, as per section 10.5 of the By-Law, are mandated to complete the New-Licensee Mentoring Program within twelve (12) months of licensing in order to become eligible for admission to Class L5 – RISIA – Unrestricted Practice.

DEFINITIONS

Academic Integrity – the College supports the International Centre for Academic Integrity's definition of Academic Integrity as acting in all academic matters with honesty, trust, fairness, respect, responsibility, and courage. [*intégrité académique*]

Area of Practice Expertise – Refers to the identified area of practice whereby an experienced licensee has self-identified their expertise or proposed expertise. [*expertise dans le domaine de pratique*]

Attestation – Refers to a document signed by a Mentor that attests to a Mentee's completion of the New-Licensee Mentoring Program. [*attestation*]

Case-Based Assessment – Refers to an assessment of a case comprised of Entrustable Performance Activities where a grade is to be granted. [*évaluation fondée sur des mises en situation*]

Classes of Licence – Refers to the Classes of Licences as described in section 10 of the Council By-law. [*catégories de permis*]

Conduct – Refers to the manner in which an individual behaves especially in a particular context and/or mentoring relationship. [*conduite*]

Conduct unbecoming – Refers to any behaviour that disrupts, undermines or interferes with the professional mentoring relationship. [*conduite indigne*]

Entrustable Performance Activities – Refers to competency-based activities that align with key performance indicators deemed integral to competent, independent immigration and citizenship practice. [*activités de performance déléguables*]

In Good Standing – Refers to an individual who is not in arrears in respect of any amount payable by such individual to the College for a period more than the time specified in the By-laws, is current and in full compliance with the requirements of the New-Licensee Mentoring Program, and the requirements of section 36 [Learning and Development], and section 41 [Professional Liability Insurance] and their licence with the College is not under suspension for any cause whatsoever. [*en règle*]

Mentee – Refers to a licensee who has received their Letter of Authority and is registered in the New-Licensee Mentoring Program. [*mentoré*]

Mentor – Refers to a licensee who has met the selection criteria set by the Department of Professional Standards, Research, Education and Policy and has been accepted to act as a Mentor in the New-Licensee Mentoring Program. [*mentor*]

MentorCity – Refers to the mentoring software platform for the delivery of the Mentoring Program. [*MentorCity*]

Program – Refers to a course of study offered by the College, namely the New-Licensee Mentoring Program. [*programme*]

Program Fees – Refers to the cost of taking an approved Program for a class of licence, including all applicable taxes. [*frais rattachés au programme*]

Supervised Practice Stream – Refers to a stream of the mandatory New-Licensee Mentoring Program. [*volet de la pratique supervisée*]

POLICY REQUIREMENTS

1.0 Program Expectations

Mentoring Program Case-Based Assessments, and all other Program materials are confidential and are the sole property of the College.

1.1 Licensees must not:

- remove or attempt to remove the Case-Based Assessments from the MentorCity database;
- copy or discuss any part of the Case-Based Assessments or the materials with anyone other than their designated Mentor and/or Mentoring Group members; all Program materials are protected by Copyright; or
- give or receive assistance during Case-Based Assessments from anyone other than their designated Mentoring Group members.

1.2 Licensees must ensure their online behaviour in MentorCity before, during and after the Assessments does not state false, misleading, or inaccurate information or statements about other licensees, College staff or others as per section 43 of the Code of Professional Conduct including:

- using discussion forums or communication features to inappropriately challenge Assessment policies and procedures;

- posting aggressive/disruptive comments about Assessments; or
- engaging in any behaviour that in the opinion of Mentoring Program staff and/or MentorCity administrators could negatively affect the Assessment processes or intimidate or disturb other Licensees.

1.3 Licensees are prohibited from engaging in co-counselling with any other licensee participating in the New-Licensee Mentoring Program.

PROCEDURAL REQUIREMENTS

2.0 Mentee Completion of Case-Based Assessments

2.1 Case-Based Assessments for the New-Licensee Mentoring Program shall be deemed complete through submission of Entrustable Performance Activities via MentorCity on a schedule determined by:

- Key Activity Milestones;
- Program Outline; and
- Meeting Agendas.

2.2 Mentees must complete and receive a grade of Pass for all Case-Based Assessments to successfully complete the New-Licensee Mentoring Program.

2.3 Mentees will receive a final grade of either P (Pass) or F (Fail) for each Case-Based Assessment.

2.4 Pass and Fail grading criteria shall be included in the Program outline.

2.5 Mentees who receive a Fail grade for one or more Case-Based Assessments will be subject to review by a Progress Review Panel comprised of College staff. The Progress Review Panel may recommend any of the following actions:

- Re-enrollment in a future cohort;
- Completion of a supplemental activity;
- Dismissal from the New-Licensee Mentoring Program.

2.6 Mentees have a maximum of two (2) attempts to complete the New-Licensee Mentoring Program.

2.7 Dismissal from the Mentoring Program or invalidation of Attestation results will be considered one of the Mentee's attempts to complete the New-Licensee Mentoring Program.

3.0 Mentor Evaluation of Case-Based Assessments

3.1 Case-Based Assessments for the New-Licensee Mentoring Program shall be evaluated through submission of completed Entrustable Performance Activities on a schedule determined by:

- Key Activity Milestones;
- Program Outline; and
- Meeting Agendas.

3.2 Case-Based Assessments shall be evaluated using any of the following formative and summative evaluation tools:

- Observation;
- Checklists;
- Rubrics;
- Scales; and/or
- Peer-Evaluation.

3.3 Each Case-Based Assessment will include a pass/fail summative evaluation and attestation.

3.4 All formative and summative evaluations for Case-Based Assessments must be completed in MentorCity. Failure to do so may result in:

- termination of the Mentor's participation in the New-Licensee Mentoring Program;
- invalidation of the results of the Attestation(s);
- revocation of a Mentor's eligibility to register in future Mentoring Program streams; or
- any other action deemed appropriate by the College.

4.0 Challenge of Attestation Results

4.1 To dispute the results of an Attestation, a Mentee must state their information/case in writing using the College's Challenge of Assessment Results Form to the Director of Professional Standards, Research, Education and Policy or appointed delegate, for review.

5.0 Academic Integrity

5.1 Violations of academic integrity refers to any act or omission by a Mentee that could affect the results of that Mentee, another Mentee, or a potential future Mentee. Violations of Academic Integrity within the New-Licensee Mentoring Program include, but are not limited to:

- impersonation (having a non-registered individual pose as a registered Mentee);
- removing, copying, photographing, or otherwise reproducing program materials, or attempting to do the same at any time, in any way, before, during or after the Case-Based Assessments;
- misuse of shared networking sites within MentorCity;
- failure to sign Mentor-Mentee Agreement.

5.2 Licensees engaging in any act that violates Academic Integrity is sufficient cause for the College to:

- terminate the licensee's participation in the New-Licensee Mentoring Program
- invalidate the results of their Attestation(s);
- revoke a licensee's eligibility to register in future Mentoring Program streams; or
- take any other action deemed appropriate by the College

5.3 A Mentee who has been removed from the New-Licensee Mentoring Program, or if the Attestation results have been invalidated due to violations of academic integrity, misconduct, or dishonesty, is subject to disciplinary measures by the College.

APPROVAL AND REVIEW

| | Details | Approval Authority | Date |
|-------------------|---|-----------------------------|------------|
| Original Approval | If relevant, add notes to alert readers about the modifications to the document (e.g., updated wording from Council to College) | Relevant approval authority | YYYY/MM/DD |
| | | | |
| | | | |

MEMORANDUM

To: **Board of Directors**

From: **Ben Rempel, Chair, Governance and Nominating Committee**
Lee Tustin, Policy Analyst

Re: **Agenda Item 7 – Code of Professional Conduct Interpretation Guide –
Proposed Consultation Process**

Date: September 22, 2022

Summary:

The College has developed a draft Interpretation Guide for the *Code of Professional Conduct for College Immigration and Citizenship Consultants Licensees* (Code). The Governance and Nominating Committee (GNC) recommends approval of the proposed licensee consultation process to obtain further input and finalize the Interpretation Guide.

Requested Action:

THAT:

the creation of a limited-purpose working group, on the terms set out below, to provide additional stakeholder consultation to facilitate finalization of the College's proposed Interpretation Guide for the Code, be and is hereby approved.

Discussion/Analysis:

The Code came into effect on June 10, 2022. The College has developed a draft, plain-language Interpretation Guide to provide licensee guidance on compliance with the professional standards set out in the Code. Further consultation with licensees is required to validate content in the current draft and provide concrete examples where applicable.

The proposed consultation process was approved by the GNC on September 20, 2022.

Proposed Consultation Process:

- PREP staff will establish a working group of RCICs, RISIAs, and other stakeholders from members of the Professional Standards of Practice Working Group, members of the Board of Directors, and others who have previously indicated an interest to participate;

- Two online meetings of the new working group will be scheduled;
- A draft of the Interpretation Guide will be circulated to working group members well in advance of the first online meeting; working group members will submit written comments on the draft to the College prior to the first meeting. These will be compiled and distributed for discussion at the meeting. This process will be repeated, if necessary for the second meeting.
- Each meeting will last two (2) hours, and all sections of the Interpretation Guide will be reviewed over the course of the two (2) meetings.
- The Interpretation Guide will be amended based on comments and circulated to the working group for review on a “fatal flaws” basis, following which the Interpretation Guide will be finalized, translated and provided to the GNC and Board for approval.

Timeframe:

- Following Board approval, the working group will be established, and meetings will take place in October and, if needed, early November 2022.
- A final draft of the Interpretation Guide will be provided to the GNC and Board for approval at the December 1, 2022 Board Meeting.
- The final draft Interpretation Guide will be reviewed for approval at the December 1, 2022 Board Meeting and launched in January 2023.
- Additional education sessions will be scheduled beginning in early 2023.

Attachment: None

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda item 8 - Appointment of Additional Governance and Nominating
Committee Member(s)**

Date: September 22, 2022

Summary:

The Board of Directors is requested to approve the appointment of additional committee members(s) to the Governance and Nominating Committee (GNC) of the Board.

Requested Action:

THAT: The individual(s) set out below be and are hereby appointed to the GNC, to serve until a successor is appointed:

N. Beaudry
J. Burke, RCIC

Discussion/Analysis:

The GNC Terms of Reference permit the appointment of up to 5 committee members. At its first meeting of September 20, 2022, the 3 current committee members determined that additional members would be beneficial. Normand Beaudry and John Burke have agreed to serve on the GNC if appointed by the Board.

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda Item 9 – Inaugural Meeting of Licensees**

Date: September 22, 2022

Summary:

The College is required to hold a meeting of licensees (Meeting) before December 31 in each year. The Governance and Nominating Committee (GNC) recommends the date, location and proposed agenda for the inaugural Meeting for Board approval.

Requested Action:

THAT: In accordance with the By-laws, the inaugural Meeting of Licensees shall be held on December 1, 2022, commencing at 1 pm, ET, at the [LOCATION-TBD].

Discussion/Analysis:

The College Act and By-laws require the Board to set the date, time and location of the Meeting. The Record Date for the Meeting is prescribed in the By-law as close of business on the day before the notice of the Meeting is sent to licensees.

Section 66.3 of the By-law limits the agenda for a Meeting to the following items:

- (a) the President & Chief Executive Officer's presentation of the 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; **[NONE]**
- (d) questions from licensees to the Board; and
- (e) any additional matter the Board adds to the agenda.

Note that election of licensee Directors is suspended as the transitional Board, prescribed in the College Act, remains constant until the conclusion of the transitional period.

Proposed Date, Time and Location: The GNC recommends that the Meeting be held on Thursday, December 1, 2022, commencing at 1 pm ET. The College has secured adequate conference facilities at:

[LOCATION— TBD]

Supporting events: The GNC recommends that the following supporting events take place in conjunction with the Meeting:

Proposed Meeting Day Event Schedule:

December 1, 2022:

8 am – Working Breakfast – Board of Directors

8:30 am – Board of Directors education session (closed to the Public) (Topics: Professional Conduct process and emerging issues)

10:30 am - 12 pm – Formal Board meeting (open to the Public)

[11 am – Meeting in person – Registration opens in large meeting room]

12 pm - 1 pm – Informal “Meet the Board” meeting/Licensee buffet luncheon

1 pm - 2:30 pm – Meeting

2:30 - 2:45 pm – Break (reset large meeting room)

2:45 pm - 4:30 pm – Licensee education session – Code of Professional Conduct and Interpretation Guide

4:30 pm - 5:30 pm – Closing reception

Attachments: None

MEMORANDUM

To: **Board of Directors**
From: **Christopher May**
Director, Public Affairs and Communications
Re: **Agenda Item 10 - College Annual Report**
Date: September 22, 2022

Summary:

The Board of Directors is requested to approve the 2021-2022 Annual Report of the College of Immigration and Citizenship Consultants

Requested Actions:

THAT:

- (1) The 2021-2022 Annual Report of the College be and is hereby approved as presented;
and
- (2) College staff be and are hereby directed to file such Report with the Minister forthwith.

Discussion/Analysis:

Unlike previous years, the College Act now requires that the Annual Report of the College be sent to the Minister by September 30 in each year for filing with the House of Commons and Senate of Canada.

The 2021-2022 Annual Report highlights the final months of the Immigration Consultants of Canada Regulatory Council and its continuance as the College of Immigration and Citizenship Consultants pursuant to the College Act. The theme of this Annual Report is "Passing of the Torch and Looking to the Future".

Opening messages by the Board Chair and the President & CEO provide a framework for a look back on the year's events from strategic governance (Board Chair), and operational (CEO) points of view.

These messages are supported by departmental reports, focusing on the activities performed by each in support of the continuance and the organization's public interest mandate. Guidance as to the contents of future Annual Reports will be provided in the College Act regulations in due course. The Audited Financial Statements will be included upon Board approval.

2022

Annual Report



The College of Immigration and Citizenship Consultants (the College) is the authority mandated by the Government of Canada to regulate the practice of Regulated Canadian Immigration Consultants (RCICs) and Regulated International Student Immigration Advisors (RISAs). 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.

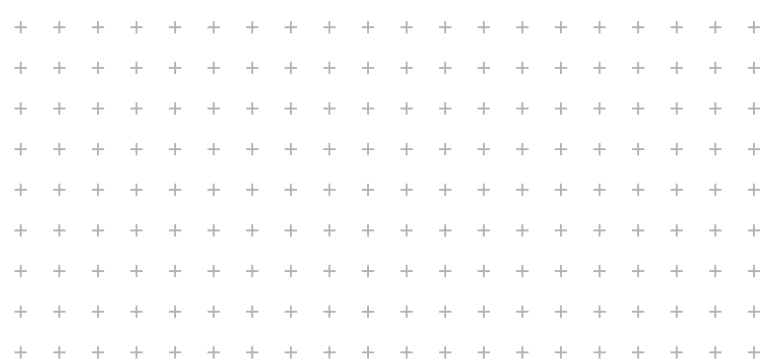
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Message from the Chair of the Board



This past year marked the inauguration of the College of Immigration and Citizenship Consultants – Canada’s new regulator of immigration consultants and student immigration advisors. Pursuant to the *College of Immigration and Citizenship Consultants Act* (College Act), the Immigration Consultants of Canada Regulatory Council (Council) was continued as the College on November 23, 2021. It is my distinct honour and pleasure to present this first College Annual Report to the public and to our licensees as the Chair of the College’s Board of Directors.

Despite a year of tremendous excitement and change, both the Council Board and, post-continuance, the College Board remained focused on enhancing the stability of the organization and providing it with the necessary resources to fulfil its public interest mandate. The work of the Council Board focused on readying the organization for transition to the College by ensuring that the By-laws were updated to comply with the College Act and reflected, as closely as possible at this early stage, the policy intent of the yet-to-be-developed government regulations. These preparations also involved overseeing the development and rollout of the new, distinctive College branding to global audiences.

The work on the By-laws, which included extensive discussions with our partners at Immigration, Refugees and Citizenship Canada (IRCC) and others, ensured that the College would have the tools necessary to operate fully through the transitional period. In this regard, the Board relied on the expert work of the professional staff of the organization who provided the Board with comprehensive information and legal analysis to guide our discussions and decisions.

Another key Council Board activity involved the selection process for the licensee Directors to serve on the College’s transitional Board of Directors. The College Act provides that, upon continuance, the College is governed by a transitional Board of nine Directors: five non-licensees appointed by the Minister of Immigration, Refugees and Citizenship, and four College licensees. The College Act specifies that the licensee Directors comprise the Chair and Vice-Chair, and two other Directors from the Council Board as it existed immediately before the date of continuance of the Council as the College on November 23, 2021.

At my request, the Governance and Nominating Committee of the Council Board considered means by which the two additional licensee Directors could be selected. They determined that a secret ballot vote by the Council Directors would be the fairest and most transparent way to select these two licensee Directors. This process was adopted and joining myself and Council Vice-Chair John Burke on the transitional Board of the College were Marty Baram, RCIC, and Richard Dennis, RCIC. Beginning in March of 2022, the Minister began appointing the five non-licensees to the College Board: Normand Beaudry, Timothy D’Souza, CPA, Jennifer Henry, Ben Rempel, and Gagan Jot Singh. The Minister also named a government observer: Alexis Graham, Director, Social and Discretionary Policy and Programs, IRCC.

The transitional Board held its first meeting on Friday, June 10, 2022, in Burlington, Ontario. That meeting was open to the public via a web link. All future meetings of the Board of Directors will also be open to the public. Those wishing to observe Board meetings may register and obtain the agendas and supporting documents on our website.

Agenda items at the inaugural College Board meeting included approval of the 2022-2023 College budget, approval of the audited financial statements for the period July 1, 2021 – November 22, 2021, and the creation of College Finance and Audit, and Governance and Nominating Committees. The new Board also dealt with a key policy matter – confirming the effective date of the RCIC-IRB class of licence to be required of those licensees who represent clients before the various tribunals of the Immigration and Refugee Board of Canada (IRB). After considerable consultation with licensees and the IRB itself, the Board set the effective date of this new licencing requirement as July 1, 2023. This was announced widely, and accompanied by extensive messaging to licensees encouraging them to enrol in and complete the College’s Specialization Program which leads current RCICs to the RCIC-IRB class of licence, without delay as licensees without this licence will no longer be permitted to appear before IRB tribunals after July 1, 2023.

As the College Board of Directors, with the support of the professional staff of the College, oversees the continuing establishment of the College, we remain mindful of the trust that prospective immigrants place in our licensees. We are committed to ensuring that this trust is never misplaced.

I share the enthusiasm of my colleagues on the Board for the future of the College.

Thank you for the privilege of serving as Board Chair during this auspicious year.

Yours sincerely,



Stan Belevici, LLL, LLM, JD, RCIC
Chair of the Board of Directors





Message from the President & CEO



We are the College now! On behalf of the staff of the College, I congratulate the profession on the achievement of statutory recognition as a self-governing profession! Self-regulation is a privilege granted to few that brings with it the corresponding professional obligation to exercise this authority solely in support of the public interest. It is the hallmark of a maturing profession and all licensees should take great pride in this significant accomplishment.

When the year began, we were the Council. In August, we received word from the Minister that the Council would be continued as the College as of November 23, 2021 and, as noted by our Board Chair, Board and staff alike focused their efforts on ensuring that the transition would happen seamlessly, with as little disruption to the public and licensees as possible.

Throughout this period, we continued to be guided by the Strategic Plan established by the Council Board in 2018. This plan set out the following principal goals:

1. Uphold and protect the public interest through the regulation of the profession
2. Establish, maintain and enforce qualifications to meet rising professional standards
3. Manage relations with stakeholders to develop and maintain public confidence in the regulator

These goals remain relevant and have served both the Council and, to date, the College, well. I am proud of the commitment of our staff to meeting these strategic goals and the successes we have had: our new pre-licensing Graduate Diploma Program continues to receive high marks from prospective licensees; as of the time of writing, over 1000 licensees have enrolled in, or completed the Specialization Program leading to the RCIC-IRB class of licence, and development of our proposed mentor-based practical experience component for new entrants proceeds. Future projects include the extensive revamp of our Practice Management Education courses and completion of a more streamlined approach to the accreditation of Continuing Professional Development providers.

At the same time, our new College branding has caught the eye of the public and consumers of immigration services. The corporate logo builds on who we are, what we do, and who we do it for. This new branding will also support our ongoing efforts to combat fraud in the immigration sector and you, as licensees, have a key role to play. The new branding includes dedicated licensee insignias, one for RCICs and a separate one for RISIAs. I encourage you to use these on your websites and other marketing supports, pursuant to the published usage guidelines, to help us build the brand and the new image of the profession.

Post continuance, work with our partners at IRCC continues on the development of the government regulations that will augment the College Act. In June of 2022, the federal government released the first of these regulations - the *Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees*. After the release of the draft for public comment in May of 2021, we conducted a licensee survey and held a series of webinars to inform you of the impending changes and gather your insightful feedback. This was provided to IRCC and I am pleased to note that our submissions are reflected throughout the final Code. The College is now developing a detailed interpretation guide to assist College licensees in complying with the new Code.

Throughout the year, we also met regularly with provincial and territorial ministers of immigration and education to introduce the College, inform them of our move to competency-based education, and the launch of the Graduate Diploma Program. These presentations were well received and have laid the groundwork for further interactions and collaboration.

Our increased engagement with Global Affairs Canada's foreign missions and other regulatory and enforcement agencies has provided us with a better platform to combat fraud in the immigration space. This year's efforts included the launch of a global digital awareness campaign to take our fight against immigration fraud directly to the consumers of immigration services, in their home jurisdictions and in their preferred languages.

Whilst these more public initiatives have rightly captured the limelight, the College has not neglected its internal resources. Our Professional Conduct department continues to expand its capacity to enforce the rules, manage the discipline process, and prepare for its new College Act powers to address unauthorized practitioners. In addition to the educational initiatives outlined above, our Professional Standards, Research, Education and Policy department has been busy with the implementation of the Essential Competencies for both RCICs and RISIAs, as well as with new research to help us better understand the profession and licensees, and to inform our decisions. Our Public Affairs and Communications staff once again led an engaging Fraud Prevention Month campaign focusing on digital awareness and is continuing the rollout of the College's distinctive new branding and public narrative.

In spite of the many challenges brought on by the transition to the College, Board and committee members, and staff have also seamlessly transitioned to their new responsibilities. I am confident that Canada's immigration and citizenship consultants, and international student immigration advisors are well positioned to take their place alongside Canada's other self-regulated professions.

It has been my honour and privilege to serve your organization as President & CEO since 2018, and I look forward to continuing to serve the College in this capacity, at the pleasure of the Board, throughout these exciting times of change and growth. On behalf of all College staff, I would like to extend my heartfelt thanks to our dedicated Board of Directors, Chair and Vice-Chair, and you, our licensees, for the unqualified support we have received during this exciting year of change.

Yours sincerely,



John Murray, BA, LLB, LLM
President & CEO





About the College

For many newcomers to Canada, working with a professional immigration or citizenship consultant is a step toward a better future. These consultants and advisors must be worthy of the trust placed in them by those who seek their assistance in navigating the immigration process.

Building public trust requires a profession to set and adhere to high educational, professional, and ethical standards. In this regard, the College is the profession's standard-bearer, safeguarding the public and enhancing the reputation of licensed consultants and student advisors. Through our efforts, we build public trust in the profession and support Canada's reputation as a peaceful, prosperous destination with a world-class immigration system.

Mandate

The College regulates immigration and citizenship consultants in the public interest and protects the public by:

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

Vision

The College's vision is to be recognized by the public, governments and licensees as the trusted regulator of immigration and citizenship consulting services. We will achieve this vision by effectively regulating the immigration and citizenship consulting profession and promoting the benefits of using College licensees who are held accountable for any misconduct.

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



Transition to the College

June 20, 2019

College Act passed by Parliament

June 21, 2019

College Act receives Royal Assent

December 9, 2020

College Act proclaimed in force

December 11, 2020

Council applies to be continued as the College pursuant to the College Act

November 23, 2021

Council continued as the College pursuant to an order of the Minister of Immigration, Refugees and Citizenship

March 2022

Initial ministerial appointments to the transitional Board of Directors of the College

June 10, 2022

Orientation and first meeting of the transitional Board of Directors

Following representations by the Council and others that the Council lacked the statutory authority to fulfill its public interest mandate, the College was created by an act of Canada's Parliament: the *College of Immigration and Citizenship Consultants Act* (Canada). The College Act grants the College a full range of regulatory powers, similar to those provided to provincial law societies, professional colleges in the healthcare sector or other professional regulators. These powers include additional regulatory authority, and greater investigation and enforcement powers.

In accordance with its statutory mandate, the College focuses the exercise of its regulatory authority in the following areas:

Licensing

We license RCICs and RISIAs, ensuring they meet and follow high standards of education, competence and professional ethics.

Ongoing education

We support the lifelong learning needs of licensees. All RCICs and RISIAs must participate in ongoing learning opportunities every year to maintain their licence.

Complaints and Discipline

Licensees must comply with the College's Code of Professional Conduct (Code).

We investigate complaints about RCICs and RISIAs whose conduct fails to meet the standards of the profession. We maintain a robust professional discipline process to sanction licensees who do not comply with the Code in appropriate circumstances.

Public awareness activities

We communicate our role to the public, the media, and stakeholder organizations.

Next steps to complete the transition process

- Development and promulgation of remaining College Act regulations and new College By-laws
- Ministerial order setting the number and composition of the final College Board of Directors and prescribing a date by which the new Board must be in office
- College election to select the licensee Directors for the post-transitional Board





Impact of COVID-19

The global COVID-19 pandemic continues to affect College operations. As is the case with many organizations, the College has adopted the following measures in response to the pandemic:

- All staff continue to work remotely. It is likely that this will continue post-COVID with existing office space redesigned as collaborative workspace for occasional use.
- New employees are onboarded remotely, and candidates for employment may apply from across Canada.
- Formerly in-person Practice Management Education courses are delivered remotely, and all new programs are designed for remote and/or online delivery.
- Entry-to-Practice Exams have been transitioned from paper-based to computer-based, as have other program exams. No decision has been taken on whether in-person exams will be offered in the future.
- All documents are required to be submitted to the College in digital format. Hard-copy documents submitted by mail or courier cannot be processed within usual timeframes.



Key Statistics

| 11 324 Total RCICs | RCIC Jurisdiction | Year End June 2022 | % of RCICs per Jurisdiction |
|--------------------------|---------------------------|-----------------------------|-----------------------------------|
| | British Columbia | 2959 | 26% |
| | Alberta | 1394 | 12% |
| | Saskatchewan | 165 | 1.5% |
| | Manitoba | 280 | 2.5% |
| | Ontario | 5130 | 45% |
| | Quebec | 985 | 9% |
| | New Brunswick | 53 | 0.5% |
| | Nova Scotia | 105 | 0.9% |
| | Prince Edward Island | 23 | 0.2% |
| | Newfoundland and Labrador | 22 | 0.2% |
| | Yukon | 6 | 0.05% |
| | Northwest Territories | 3 | 0.03% |
| | Nunavut | 0 | 0% |
| | International | 199 | 1.8% |
| TOTAL | 11 324 | | |

| 374 Total RISIAs | RISIA Jurisdiction | Year End June 2022 | % of RISIAs per Jurisdiction |
|------------------------|---------------------------|-----------------------------|------------------------------------|
| | British Columbia | 86 | 23% |
| | Alberta | 43 | 12% |
| | Saskatchewan | 10 | 2.7% |
| | Manitoba | 6 | 1.6% |
| | Ontario | 146 | 39% |
| | Quebec | 64 | 17% |
| | New Brunswick | 9 | 2.4% |
| | Nova Scotia | 7 | 1.8% |
| | Prince Edward Island | 1 | 0.3% |
| | Newfoundland and Labrador | 1 | 0.3% |
| | Yukon | 1 | 0.3% |
| | Northwest Territories | 0 | 0% |
| | Nunavut | 0 | 0% |
| TOTAL | 374 | | |

| RCICs | Preferred Language |
|-------|--------------------|
| 95% | English |
| 5% | French |

| RISIAs | Preferred Language |
|--------|--------------------|
| 83% | English |
| 17% | French |

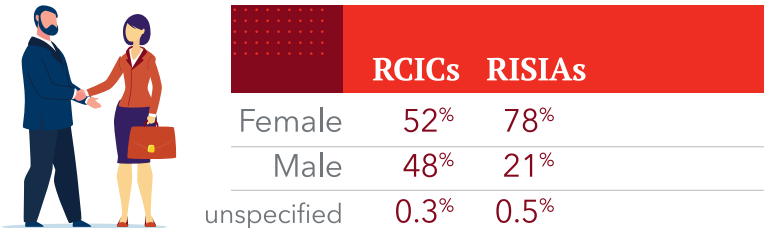
| 199 RCICs | International |
|----------------------|---------------|
| Argentina | 1 |
| Australia | 6 |
| Bangladesh | 3 |
| Botswana | 1 |
| Brazil | 2 |
| Cayman Islands | 1 |
| China | 15 |
| Colombia | 1 |
| Egypt | 2 |
| France | 1 |
| Germany | 1 |
| Ghana | 3 |
| Hong Kong | 14 |
| India | 28 |
| Iran | 2 |
| Iraq | 1 |
| Israel | 2 |
| Jamaica | 1 |
| Jordan | 2 |
| Kenya | 1 |
| Kuwait | 1 |
| Lebanon | 3 |
| Malta | 1 |
| Mexico | 2 |
| Morocco | 10 |
| Netherlands | 1 |
| New Zealand | 1 |
| Pakistan | 8 |
| Philippines | 2 |
| Qatar | 1 |
| Russia | 2 |
| Slovakia | 1 |
| South Africa | 1 |
| South Korea | 3 |
| Spain | 2 |
| Sri Lanka | 1 |
| Switzerland | 2 |
| Taiwan | 3 |
| Thailand | 4 |
| Ukraine | 1 |
| United Kingdom | 11 |
| United Arab Emirates | 14 |
| USA | 35 |
| Vietnam | 1 |



Profile of the Profession

For the first time, College licensees comprise a majority who identify as female. Women licensed as RCICs outnumber their male counterparts (52% versus 48%).

Distribution of Licensees



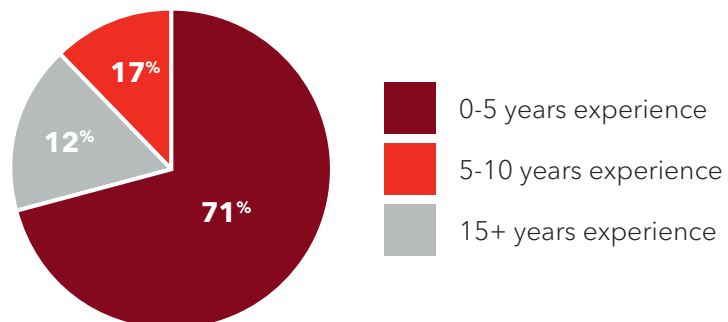
RCIC Statistics

The licensee base has grown significantly during the transition from ICCRC to the College. The number of RCICs has grown to 11 324 from 7985 in 2021 (an increase of 3339 RCICs or 30%). More than 70% of RCICs are from Ontario and British Columbia. Alberta saw its base increased by 30% and Quebec experienced once again a steady increase of RCICs with another 200 added this year.



| RCIC Jurisdiction | Year End June 2022 | Year End June 2021 | Change Last Year |
|---------------------------|--------------------|--------------------|------------------|
| British Columbia | 2959 | 2118 | 841 |
| Alberta | 1394 | 943 | 451 |
| Saskatchewan | 165 | 130 | 35 |
| Manitoba | 280 | 227 | 53 |
| Ontario | 5130 | 3430 | 1700 |
| Quebec | 985 | 785 | 200 |
| New Brunswick | 53 | 29 | 24 |
| Nova Scotia | 105 | 63 | 42 |
| Prince Edward Island | 23 | 17 | 6 |
| Newfoundland and Labrador | 22 | 18 | 4 |
| Yukon | 6 | 2 | 4 |
| Northwest Territories | 3 | 3 | 0 |
| Nunavut | 0 | 0 | 0 |
| International | 199 | 220 | -21 |
| TOTAL | 11 324 | 7985 | 3339 |

RCICs by Years of Immigration Consulting Experience



RISIA Statistics

The number of RISIAs has grown from 303 last year to 374 this year. Gender distribution remains the same as in past years with most RISIAs identifying as female.

Registration



The Registration department performs the following duties:

- administer the national Entry-to-Practice Exams and other pre-licensing requirements for RCICs and RISIAs and, as of May of 2022, the Specialization Exam;
- license qualified new applicants and register consulting firms that meet College standards;
- ensure that RCICs and RISIAs meet their ongoing professional responsibilities and obligations through the administration of the College's By-laws, regulations and policies;
- support the fulfilment of the Registrar's duties, including the exercise of discretionary authority, provided for in the College Act;
- oversee the Annual Renewal process and conduct the annual audit of licensee compliance with the College's Continuing Professional Development requirements;
- maintain the College's Public Register of licensees – a key public resource in the fight against fraudulent or unauthorized practitioners.

Entry-to-Practice Exam Administration

The College continued to offer computer-based exams writing and invigilation for the Entry-to-Practice Exams. During the past year, the College held 12 exam sittings (seven for the RCIC exam and five for the RISIA exam). In total, 3420 prospective licensees attempted the Entry-to-Practice Exam (3323 for the RCIC exam and 97 for the RISIA exam). The number of RCIC exam candidates continued to reflect those graduates of the now-discontinued Immigration Practitioner Programs who wish to pursue licensing.

In February of 2022, the College retired its knowledge-based RCIC exam and launched a revamped competency-based exam reflecting the Essential Competencies and Graduate Diploma Program that replaced the Immigration Practitioner Programs as the educational prerequisite to licensing in early 2021. A revised, competency-based RISIA exam is under development for offering in early 2023.

Annual Renewal Process

College licensees were able to renew their licences and attest to meeting Continuing Professional Development requirements through a completely online process.

Continuing Professional Development Audits

The College is focused on ensuring that RCICs and RISIAs remain competent regardless of time in practice. To this end, the College also conducts an audit of randomly selected RCICs and RISIAs for compliance with the College's Continuing Professional Development Regulation. RCICs are obligated to retain records showing proof of completion of qualifying Continuing Professional Development activities for a period of five years and produce those if selected for audit.

Transition to the College

In preparation for the transition to the College, the Council's Board of Directors approved multiple amendments to the By-laws and Council Regulations on November 17, 2021, to ensure compliance with the College Act during the transitional period. The amended By-laws and Regulations became effective on November 23, 2021. These By-laws and Regulations apply to all College licensees and are enforced by Registration. They remain in effect until replaced by the government regulations to be promulgated under the College Act and the new College By-laws to be developed and approved by the College Board of Directors.

In June of 2022, the Government of Canada published the [Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees \(the Code of Professional Conduct or Code\)](#) in final form. This new Code applies to all licensees and became effective as of June 10, 2022. It replaces the former RCIC Code of Professional Ethics and the RISIA Code of Ethics.

Professional Standards, Research, Education and Policy (PREP)



The Professional Standards, Research, Education and Policy (PREP) department undertakes and oversees the development of:

- professional standards governing the conduct and competence of licensees;
- core and continuing education standards and programs;
- professional licensing exams and academic assessments;
- research that informs practice, and key regulatory and public awareness initiatives and strategic decisions of the Board and management.

PREP staff also provide organization-wide project management resources to guide the execution of strategic projects.

Developing Professional Standards of Practice

In 2020, the College developed the Essential Competencies for RCICs and RISIAs. During this past year, PREP focused on the development of detailed Standards of Practice for licensees, based on the Essential Competencies.

Standards of Practice are essential for regulated professions. Developed by consensus, they reflect the values of the profession, and articulate the generally accepted behaviours expected of practitioners. Once published, standards provide high-level guidance to licensees and set benchmarks against which professional behaviours are measured. In some cases, standards of practice will be further supported by more detailed requirements stated in the Code of Professional Conduct. In all cases, standards are an important tool to mitigate risk of harm to the public.

Draft Standards of Practice were developed by a Working Group of licensees, staff, educational consultants, and subject matter experts. Feedback solicited from licensees during focus group meetings was integrated and the resulting draft will be validated through a licensee-wide survey in 2023.

Research

The College applies evidence-based planning and approaches to ensure efficient and effective regulation. Accordingly, with Board approval, the College has invested in internal research capacity to inform decision-making.

Education

PREP's education mandate includes setting and updating standards for pre-licensing, specialized and continuing education, and ensuring the quality and integrity of entry-to-practice and program exams and assessments.

Pre-Licensing

Beginning in 2021, the College partnered with the Faculties of Law of Queen's University and the Université de Montréal to strengthen the educational requirements for prospective RCICs through the development and offering of a Graduate Diploma Program. These new programs – the Graduate Diploma in Immigration and Citizenship Law and the D.E.S.S. en réglementation canadienne et québécoise de l'immigration – are designed for individuals looking to become licensees, and others seeking to enhance their professional skills and competencies. Program curricula align with the College's Essential Competencies for RCICs and provide students with a deep understanding of Canadian immigration and citizenship law and procedures, and the knowledge and skills necessary for successful practice.

To support the Graduate Diploma Program, PREP researchers and psychometricians, working alongside experienced RCICs and subject matter experts, developed a new, competency-based RCIC Entry-to-Practice Exam to reinforce the licensing process. This new exam was first administered to candidates by the Registration department in February 2022.

Specialization Program

The College launched the Specialization Program on August 5, 2021, in response to concerns raised by the Immigration and Refugee Board (IRB) as to the competence and advocacy skills of licensees representing clients before its four hearing tribunals. This program provides RCICs with the required knowledge, skills and judgment to practise before the IRB safely and ethically in the public interest. The RCIC-IRB class of licence will become an ongoing licensing requirement for RCICs who elect to represent clients before IRB tribunals as of July 1, 2023. RCIC licensees who do not successfully complete the Specialization Program by this date will not be permitted to represent clients before IRB tribunals.

Licensees should note that the requirement to complete the Specialization Program only applies to RCICs who have not completed the Graduate Diploma Program. Licensees who complete that educational program and licensees who are also paralegals in good standing with the Law Society of Ontario are exempt from the requirement to complete the Specialization Program.

Licensees may complete the Specialization Program through one of three pathways:

- **Education Pathway** – A five-course, 18-week program offered online, in a class format. This pathway combines self-paced, asynchronous, independent work and scheduled, synchronous group learning activities, interactive group tutorials, and observations of IRB proceedings.
- **Prior Learning and Assessment (PLAR) Pathway and Hybrid Pathway** – These two pathways provide experienced RCICs the opportunity to have their past education and experience recognized and counted towards the completion of one or more courses in the Education Pathway.

During the initial 2021-22 program year, overall, 80% of PLAR applicants received credit towards one or more course requirements.

Regardless of which pathway, program participants must pass the Specialization Exam. After successful completion, licensees obtain the RCIC-IRB class of licence, which authorizes them to practise before the IRB. The Registration department administered the first Specialization Exam in May of 2022. Regular Specialization Exam sittings are scheduled in 2022 and 2023 to allow licensees to meet the July 1, 2023 deadline to obtain the RCIC-IRB class of licence.

Practice Management Education

RCICs must complete all mandatory Practice Management Education (PME) courses within the first year of licensing. These courses familiarize licensees with the Code of Professional Conduct, Regulations and By-laws. Courses are lively, interactive, and provide opportunities for networking and sharing best practices. The College also provides templates and additional resources that RCICs may apply in practice. All RCICs must complete the seven mandatory PME courses. Those that own an immigration consulting practice must complete two additional courses.

Between July 2021 and June 2022, the College offered 630 PME course sessions for a total of 18 815 seats, but only 15 657 of those seats were occupied (83%).

Mentoring Program

Many regulated professions require that prospective licensees gain practical experience. This helps to standardize the quality of practice and positions new licensees for career success. During the past year, PREP worked with experienced RCICs and RISIAs, subject matter experts and consultants to develop a mentoring program that, when fully implemented, will allow new entrants to obtain this necessary experience.

Continuing Professional Development

Competency-based Continuing Professional Development (CPD) requirements and a new accreditation process for providers were developed to align program requirements with the Essential Competencies. During the past year, PREP approved a total of 478 CPD Activities, offered through 23 newly-accredited provider organizations. We thank all the accredited CPD providers for ensuring that immigration consultants have access to high quality professional development activities.

Policy

In the months leading up to continuance, PREP worked with the President & CEO and Governance and Nominating Committee to revise the existing Council By-laws, regulations and policies. This work was necessary to ensure the Council's regulatory scheme was aligned with College Act requirements and remained operational throughout the transitional period. These consultations will continue as the College Act regulations and College By-laws are developed over the next two years.

Upon release of the draft Code of Professional Conduct for public consultation in May of 2021, PREP conducted a survey of all licensees to obtain input. Survey results informed Council submissions to IRCC proposing Code amendments. The resulting final Code is now a comprehensive document that clearly establishes relevant standards of professional conduct and competence for all licensees.

PREP also began the development of an interpretation guide to accompany the final Code. This will clarify requirements and provide operational examples and best practices to assist licensees with Code compliance. Now being revised to reflect the final Code, the interpretation guide will be validated through a working group of RCICs and RISIAs, and the Governance and Nominating Committee before going to the Board of Directors for final approval.

Project Management

PREP's project management office guides the planning and implementation of strategic projects across the College.



Professional Conduct



The Professional Conduct department investigates and resolves concerns and complaints about licensees, with a focus on protecting the public, coupled with a fair and objective process. Under the College Act, Professional Conduct will also acquire powers to seek injunctive relief against unauthorized practitioners.

College transition

The transition to the College, legislative changes under the College Act, and the new Code provide an enhanced ability to handle concerns with licensee professionalism. These changes create new opportunities for raising standards and protecting the public.

Beyond dated, vague obligations – the new Code

The importance of the new Code of Professional Conduct cannot be understated. It lays out when and how one should judge the work of licensees. The new Code includes significant changes from the predecessor RCIC Code of Professional Ethics and RISIA Code of Ethics, addressing the current realities of consultancy work.

The Code is also intended to serve as a guide for the public, setting expectations for how licensees should act with clients, as well as prescribing appropriate conduct between licensees, and licensees and the College. Professional Conduct is working closely with PREP to develop an interpretation guide to ensure the Code is accessible to *both* licensees *and* their clients.



Beyond simply punitive measures – expanding remediation

For over four years, Professional Conduct has successfully employed mediation and other forms of alternative dispute resolution to address low-risk complaints quickly and effectively. Where appropriate, this collaborative process is used with the licensee and complainant to address professionalism concerns without resort to formal disciplinary proceedings. The College Act supports the use of these alternative measures to effect timely resolutions.

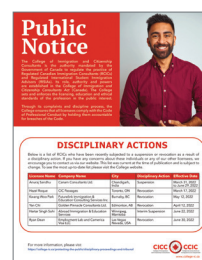


Beyond our website – making decisions accessible

To be effective, decisions of the Discipline Committee, which may include fines, licence suspensions and revocations, must be enforced and made public. This ensures compliance, educates other licensees on compliance requirements and builds public awareness of regulated professionals.

The College Act imposes significant consequences for failure to comply with Discipline Committee decisions. A licensee who contravenes a decision of the Discipline Committee (e.g., continues to practise following a suspension or revocation, or fails to pay a fine or costs) may face a further statutory penalty of up to \$50,000 or imprisonment for up to two years.

Disciplinary proceedings are published on the College website. Final decisions of the Discipline Committee are also posted on the legal website [CanLII](https://www.canlii.org/) where they are accessible by licensees, lawyers and the public. Summaries of all decisions are also published in the College's monthly bulletin and, in appropriate cases, in other media such as *Canadian Immigrant* to ensure outreach to other communities who may benefit from knowing about these decisions.



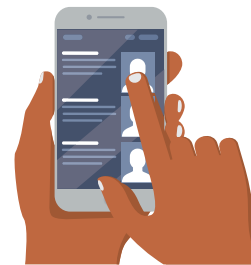
Beyond licensees – unauthorized practice

The College Act provides new powers to protect the public from unethical and fraudulent practice. Many of the publicized abuses within the immigration sector are perpetrated by unlicensed individuals. The College is now empowered to bring court injunction proceedings against unauthorized practitioners who offer to provide or provide immigration consultancy services. In due course, these new powers will assist the College to address these abuses. Injunctions alone, however, will not be sufficient as many unauthorized practitioners operate overseas, beyond the reach of Canadian courts. Accordingly, Professional Conduct is coordinating with other College departments to develop a comprehensive, multi-pronged strategy to address unauthorized practitioners. This strategy includes further outreach and public awareness activities. For example, last year we established regular meetings with officials from Canada's foreign missions and the Punjab State government (a region representing a major source of immigration to Canada) to better understand how unauthorized practitioners operate abroad and the measures foreign governments have taken to address their abusive practices.

Beyond limited investigations – digging deeper and online

Resolution of complaints requires solid information. The College Act bolsters our ability to gather this information by granting additional powers to College investigators. They may now require that individuals provide information, and may search premises where immigration services are delivered.

Recognizing that much of the immigration sector's business is conducted online through various digital platforms, Professional Conduct has trained investigators in Open-Source Intelligence and digital media investigations to ensure this crucial source of information is included in the investigations.



Beyond working alone – coordinating work with other government departments and agencies

The College is one of many organizations working within the immigration sector. It has increased outreach to other government departments and agencies, federal and provincial. The College shares industry trends and best practices, coordinates enforcement efforts, and develops information sharing procedures to help protect the public from unscrupulous actors and build a profession that the public can rely on to provide quality immigration and citizenship advice.



Year-end highlights

Complaints against licensees (all involving RCICs) decreased this year from 528 to 510, notwithstanding the significant increase in the number of licensees. Reports of unauthorized practitioner activity increased over the last year.



| | 2021-2022 | 2020-2021 | 2019-2020 | 2018-2019 | 2017-2018 | Since Inception |
|--|-----------|-----------|-----------|-----------|-----------|-----------------|
| Complaints received against licensees | 510 | 528 | 499 | 488 | 356 | 4207 |
| Reports of unauthorized practitioners (UAPs) | 65 | 40 | 62 | 91 | 71 | 1582 |

A small number of licensees continue to attract a disproportionate number of complaints. The 1% of licensees with the most complaints (107 RCICs) are responsible for 45% of open complaints. The department continues to pursue strategies to address this, including by prioritizing these complaints so that they are resolved expeditiously and by forestalling further complaints through immediate actions such as interim suspensions.

Key areas of alleged misconduct

Complaints received continue to allege the following problematic activities:

- Not providing regular updates on application
- Not refunding fees for incomplete work
- Not providing a retainer agreement (service agreement)
- Misleading the client about application status
- Engaging in foreign worker (client) recruitment process abuses

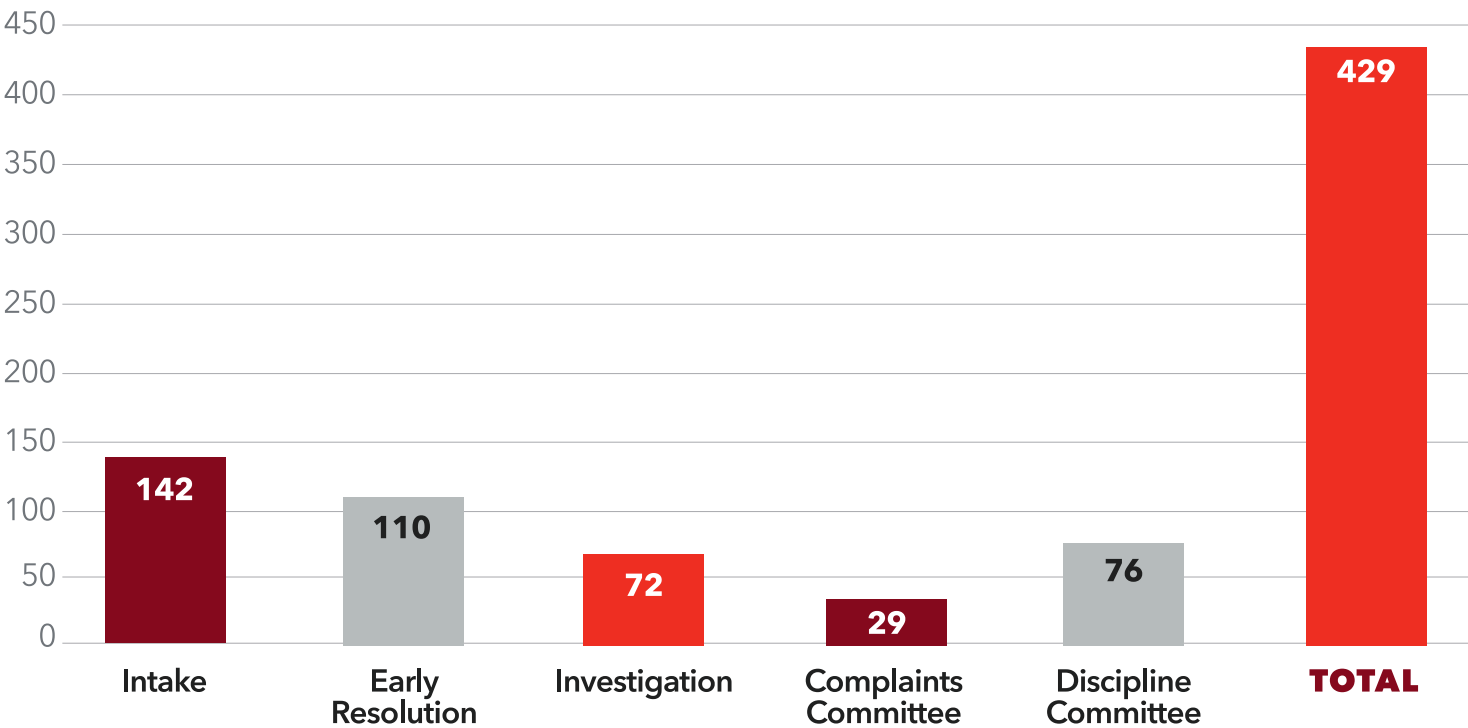
Complaints process

The department ensures complaints are handled appropriately by reviewing the nature of the concerns raised and processing complaints in accordance with the risk they pose to the public. Lower-risk complaints are handled expeditiously through the Early Resolution process and result in licensees voluntarily completing remedial measures that address the concerns raised in the complaint. Complaints that allege more serious concerns are reviewed by the Complaints Committee and investigated. Following the investigation, the Complaints Committee can refer the complaint to the Discipline Committee, which, following a disciplinary proceeding, can order remedial terms, fines, and the suspension and revocation of a licence.

Complaints are closed at various points of the process if the allegations are unsupported, if the complainant withdraws their complaint, or if the concerns raised in the complaint have already been addressed through another complaint or process.

With the introduction of additional remedial tools, the department is increasing its capacity to handle complaints through the Early Resolution process (second column left).

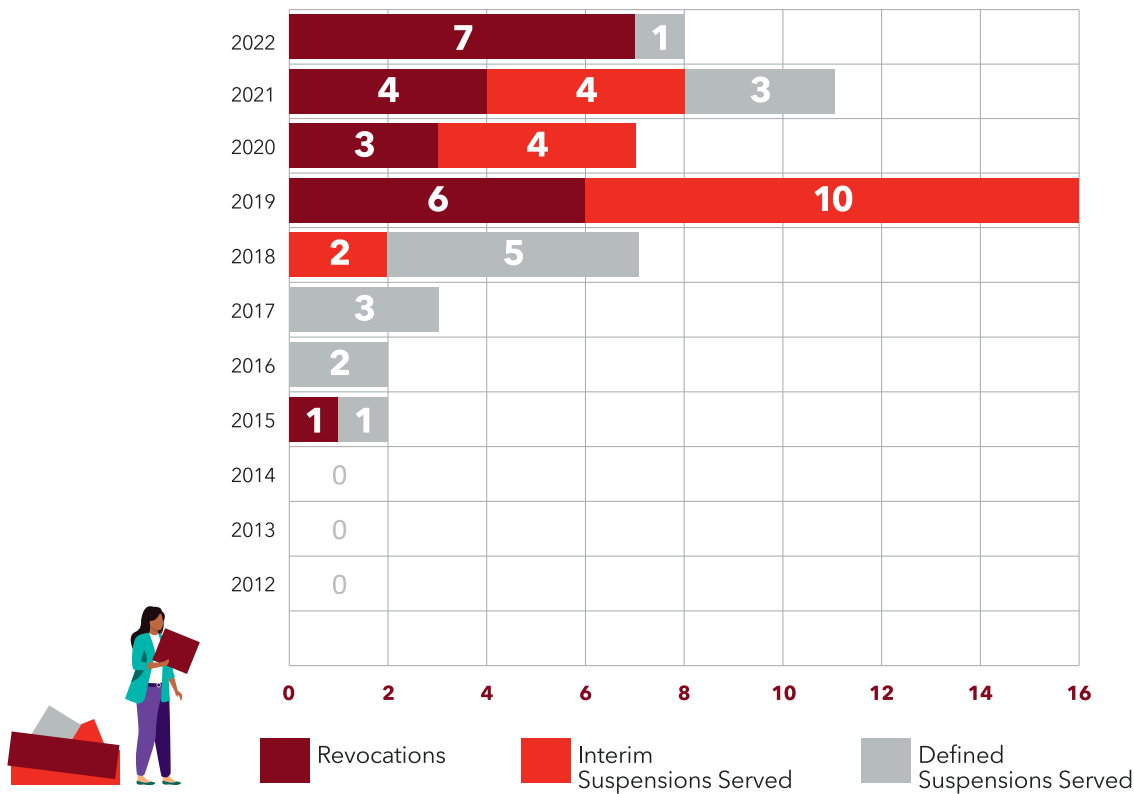
Total Complaints Closed By Stage of Complaints Process (2022)



**Note that the number above for intake is subject to change (+/- 10) as some complaints initially submitted as a licensee complaint are found at a later point to involve only UAPs and are then discounted from the total.*

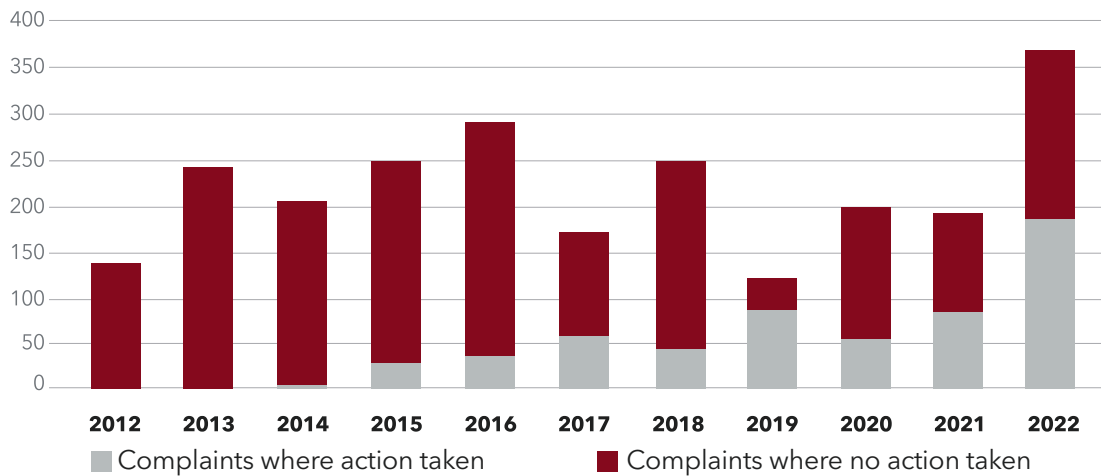
This year, the Discipline Committee revoked the licence of seven individuals and suspended the licence of one individual. No interim suspensions were ordered.

Disciplinary suspensions and revocations



The addition of resources and new processes such as the Early Resolution stream enables the department to take appropriate action in more complaints year after year, helping the profession adhere to high professional and ethical standards.

Total Complaints Closed Action Taken vs No Action Taken



Public Affairs and Communications



Public Affairs and Communications enhances the College's reputation, profile and brand among internal and external stakeholders, including licensees. To achieve this, the department delivers high-quality communications and materials, develops advertisements and public awareness campaigns, manages the College's website and social media presence, and engages in media relations and outreach activities.

Launch of the College Brand

The College's new brand and website were launched on the date of continuance – November 23, 2021.

Corporate logo design

The College corporate logo represents the concepts of *regulatory authority*, through a seal or badge; *guided and purposeful direction*, through the four quadrants of the compass rose; *international focus*, through the globe; and *Canada*, through the maple leaf. The use of red and white also denotes *Canada* and creates a clear differentiation from the Council's former "blue" branding.



Brand

Overall, the entire College brand has a bold, modern look – with the addition of bright secondary colours and custom-built iconography, as well as illustrations that have minimal facial features. Candid-style photography promotes an open and honest tone, and including people of all ages and backgrounds both embraces and demonstrates the diversity in our internationally based audience.

Licensee insignia

The College developed RCIC and RISIA insignias for use by licensees, and an RCIC-IRB insignia for RCICs that obtain the RCIC-IRB class of licence. Licensees may use these insignias in promotional materials. They are not permitted to use the College's corporate logo.

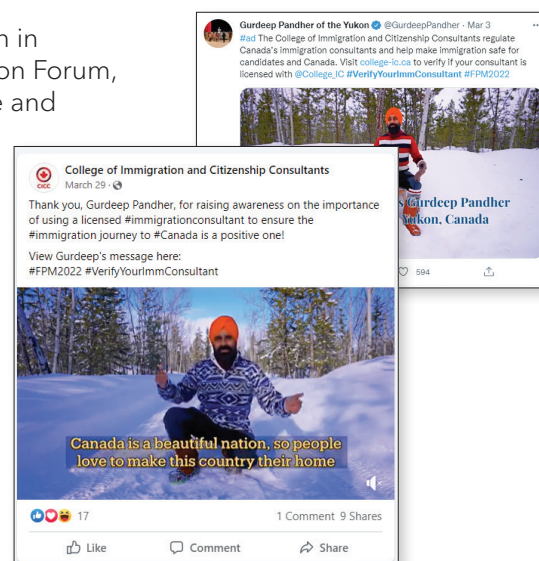


An updated Logo Use and Associated Trade-Marks Regulation guides licensees on proper insignia usage. Proper insignia use reinforces the image of the profession and helps stakeholders and members of the public easily identify College licensees. These elements contribute to enhancing respect and trust for the profession.

Fraud Prevention Month

The College participated in its 9th annual Fraud Prevention Month campaign in March of 2022. As in previous years, the College joined the Fraud Prevention Forum, co-chaired by the Competition Bureau, the Royal Canadian Mounted Police and Canada Border Services Agency. The College's predominantly digital campaign focused on spreading awareness of immigration fraud and the importance of verifying the status of immigration consultants using the College's Public Register of licensees.

This year, in addition to other digital initiatives in multiple languages, the College engaged Gurdeep Pandher, a Canadian social media influencer. Gurdeep's message encouraged prospective immigrants to verify their consultant through the Public Register accessed on our website or through our mobile app. This was supported by social media content on the College's Facebook, Twitter and LinkedIn pages using the hashtags #VerifyYourImmConsultant and #FPM2022. These initiatives reached a total of 11.5 million people worldwide and 4882 new followers/subscribers/users joined our social media pages.



Other public communications issued in connection with Fraud Prevention Month included:

- A Press Release issued in 11 countries;
- A direct mail campaign providing materials to Members of Parliament and Members of Legislative Assemblies/ Provincial Parliaments across Canada;
- Licensee eblasts promoting the campaign; and
- A feature article in the College's May 2022 Bulletin.

Other Outreach

Working with the High Commission of Canada in India and the Government of Punjab, the College launched two promotional videos in Hindi and Punjabi that share personal narratives and stress the importance of using licensed immigration consultants.

As in-person events returned, representatives from the College attended eight key immigration and regulatory events across Canada to raise awareness of the College.

Public Affairs and Communications and PREP staff met with government representatives in provincial/territorial education and immigration ministries to discuss the College's new authority, enhanced education programs and licensing requirements. These jurisdictions confirmed their willingness to partner with the College to address immigration and employment fraud.

The College sponsored the Parliamentary Internship Program, and hosted virtual information sessions for Members of Parliament, Senators and constituency staff, providing information and educational resources to be shared with constituents.

The College hosted sessions for designated learning institutions, focusing on the regulatory requirement to use licensees when providing immigration advice and services and the value RISIAs bring to the international education space.



Governance



Annual General Meeting

The last Annual General Meeting (AGM) of the Council was held on December 17, 2020. In July of 2021, the Council announced that an AGM would be held in December of 2021, however, in August of 2021, the Minister of Immigration, Refugees and Citizenship set the date of continuance pursuant to the College Act as November 23, 2021. Accordingly, the Council Board of Directors, in consultation with IRCC, agreed that the first meeting of College licensees would be postponed until after continuance, once the transitional Board of the College was in place. It is anticipated that the inaugural general meeting of College licensees will take place in December of 2022.

Board of Directors

Prior to the transition, the Council was governed by a Board of 12 Directors comprising seven elected licensees, four elected non-licensee or “public interest” Directors and one additional public interest Director appointed by the Board. These individuals were elected or appointed to the Council Board of Directors at or before the 2020 AGM, in accordance with the Council By-laws then in force.

The College Act provides that, upon continuance, the College is governed by a transitional Board comprising nine Directors – four licensees drawn from the members of the Council Board (including the Chair and Vice-Chair) immediately prior to the date of continuance, and five non-licensees appointed by the Minister of Immigration, Refugees and Citizenship. Prior to the date of continuance, and on the advice of its Governance and Nominating Committee, the Council Board determined that the two licensees to become members of the transitional Board of the College (in addition to the Chair and Vice-Chair) would be elected by a vote of the Council Board.

In the spring of 2021, the Minister’s Office and IRCC commenced a public selection process for the five non-licensees to be appointed to the transitional Board of the College. The full transitional Board of Directors of the College was not in place until May of 2022. The Minister also designated the Director, Social and Discretionary Policy and Programs, IRCC, as Ministerial observer on the transitional Board pursuant to section 76 of the College Act.

The transitional Board of Directors of the College held an orientation session on June 9, 2022, and its first formal meeting on June 10, 2022. Pursuant to the College Act, this meeting was open to the public.



Board of Directors



Stanislav Belevici, LLL, LLM, JD, RCIC
Chair



John A. Burke, RCIC
Vice-Chair



Marty Baram, RCIC



Normand Beaudry



Richard Dennis, RCIC



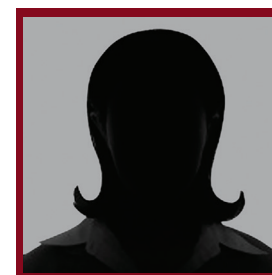
Timothy D'Souza



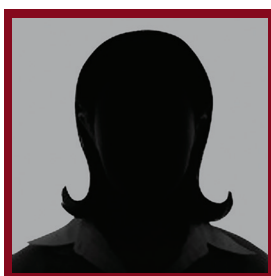
Jennifer Henry



Ben Rempel



Gagan Jot Singh



Alexis Graham

Director, Social and Discretionary Policy and Programs, IRCC
Ministerial Observer

Senior Management Team



John Murray, BA, LLB, LLM
President & CEO, Interim Registrar
and Corporate Secretary



Russ Harrington, CPA, CGA
Chief Operating Officer



Michael Huynh, MSc, BCL, LLB
Director, Professional Conduct



Christopher May
Director, Public Affairs and
Communications



Cathy Pappas
Director, Registration



Beata Pawlowska, PhD
Director, Professional Standards,
Research, Education and Policy

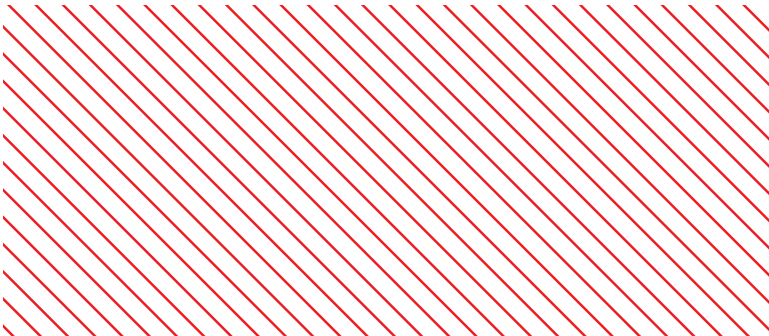


Committees

College Committees: November 23, 2021 – June 30, 2022

| Governance and Nominating Committee (GNC) | |
|---|--------|
| Ben Rempel | Chair |
| Marty Baram, ^{RCIC} | Member |
| Richard Dennis, ^{RCIC} | Member |

| Finance and Audit Committee (FAC) | |
|-----------------------------------|--------|
| Timothy D’Souza | Chair |
| Normand Beaudry | Member |
| John Burke, ^{RCIC} | Member |
| Jennifer Henry | Member |



Audited Financial Statements

Available upon approval of the Board of Directors

MEMORANDUM

To: **Board of Directors**

From: **Russ Harrington, Chief Operating Officer (COO)**

Re: **Agenda Item 11 – Compensation Philosophy**

Date: September 22, 2022

Summary:

A compensation philosophy is designed to attract and retain individuals who are committed to supporting and growing the College's statutory purpose of protecting the public and public interest through the regulation of the Canadian immigration consulting profession. A compensation philosophy supports a stable and adaptable workforce, is flexible to adapt to the labour marketplace, and provides opportunity for meaningful contribution and advancement. This is achieved through:

- A competitive base salary structure
- A structured and consistent job evaluation process
- A structured compensation administration
- Periodic reviews of salary ranges and pay administration practices.

Requested Action:

THAT:

the Compensation Philosophy as presented is approved.

Discussion/Analysis:

The Compensation Philosophy is aligned at the 50th percentile to enable the College to attract and retain individuals and provide opportunities for promotion and career growth. The 50th percentile is competitive amongst other regulatory organizations and assists in competing and hiring qualified, competent talent. Approving a lower percentile will result in difficulties hiring and retaining talent, including challenges in fulfilling the College's purpose.

Attachment: None