



BOARD OF DIRECTORS

MEETING MATERIALS FOR
JUNE 8, 2023

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Board of Directors Meeting

Thursday June 08, 2023 12:30 pm CT

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

Ministerial Observer

Alexis Graham, Director General, Social Immigration Policy and Programs, Immigration, Refugees and Citizenship Canada
 Sabrina Kabir, Senior Policy Analyst, Immigration, Refugees and Citizenship Canada

Management

John Murray, President & CEO
 Russ Harrington, Chief Operating Officer
 Jessica Freeman, Director, Communications and Stakeholder Relations
 Michael Huynh, Director, Professional Conduct
 Joyce Chow Ng, Controller
 Cathy Pappas, Director, Registration
 Beata Pawlowska, Director, Professional Standards, Research, Education & Policy
 Victoria Rumble, Corporate Secretary
 Nithiya Paheerathan, Coordinator, Board Administration and Recording Secretary

Guest

Phil Buckley, Managing Director, Change with Confidence

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
01	12:30 2 mins	Welcome and Introductory Remarks a) Land Acknowledgement b) Introductions c) Conflict of Interest d) Staff Introductions	Stan Belevici John Murray	Approval (motion)
02	12:32 1 min	Approval of Proposed Agenda	Stan Belevici	Approval (motion)
03	12:33 2 mins	Approval of Consent Agenda Tab A Minutes of Board meeting of March 10, 2023 Tab B Report of the Nominating and Governance Committee Chair Tab C Report of the Finance and Audit Committee Chair Tab D Summarized Financial Report for FY2023 Q3 ended March 31, 2023 Tab E Forecast FY2023 Q3 Tab F Independent Complaints Review Officer’s Q3 Report January 2023 to March 2023 and Update	Stan Belevici	Approval (motion)

Governance				
04	12:35 110 min	Review of Draft Strategic Plan F2023-2025 Tab G Draft Strategic Plan F2023-2025	Stan Belevici Phil Buckley	Approval (motion)
2:25		Break (15 min)		
05	2:40 30 mins	Review of Draft Budget for Fiscal 2024 Tab H Draft Budget for Fiscal 2024	Tim D'Souza	Approval (motion)
06	3:10 10 mins	Board of Directors Dashboard	John Murray	Discussion
Professional Standards & Compliance				
07	3:20 10 mins	For Approval – Draft GNC Workplan Tab I Proposed GNC Workplan for 2023-2024	Ben Rempel	Approval (motion)
08	3:30 10 mins	For Approval – Changes to Licensee Mentoring Program Tab J New-Licensee Mentoring Program Policy	Ben Rempel	Approval (motion)
Sustainability				
09	3:40 5 mins	For Approval – Corporate Credit Card Use Tab K Amended Corporate Credit Card Use Policy	Tim D'Souza	Approval (motion)
10	3:45 5 mins	For Approval - Asset Depreciation Threshold and Disposal Tab L Asset Depreciation Threshold and Disposal Policy	Tim D'Souza	Approval (motion)
11	3:50 5 mins	For Approval – Confirmation of Authorized Signing Officers Tab M Authorized Signing Officers	Tim D'Souza	Approval (motion)
Stakeholder Communication				
12	3:55 10 mins	Licensee Response Times Tab N Analysis of Licensee Response Communication Times	John Murray Cathy Pappas	Discussion
In Camera Session (Meeting Closed to the public)				
13	4:05 15 mins	Outstanding Litigation	John Murray	Discussion
14	4:20 15 mins	CEO Compensation Committee	Tim D'Souza	Discussion (motion)
15	4:35 5 mins	Next meeting of the Board of Directors Date: September 28, 2023 Location: Edmonton, Alberta	Stan Belevici	Discussion

16	4:40	Adjournment	Stan Belevici	Approval (motion)
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5:15-6:15

CICC's Reception

Join CICC's Reception for CAPIC/NCIC in the RBC Convention Centre - Foyer
 375 York Avenue Winnipeg, Manitoba
 Travel Time from Delta Hotel by Marriott Winnipeg
 Approx. via Cab 2 min via walking 4 mins

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants**
Held at 1:00 pm, PT Friday, March 10, 2023,
At the Pinnacle Hotel Harbourfront, Vancouver, BC and via Zoom

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

Regret:

Jyoti Singh

Ministerial Observer:

Peter Christensen,
Assistant Director, Social & Temporary
Migration Branch, Immigration, Refugees and
Citizenship Canada

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Michael Huynh, Director, Professional Conduct
Cathy Pappas, Director, Registration
Beata Pawlowska, Director, PREP
Victoria Rumble, Corporate Secretary

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

Guests:

Phil Buckley, Managing Director, Change with
Confidence

1. WELCOME AND INTRODUCTORY REMARKS

Quorum

The Chair declared a quorum to be present and the meeting to be duly constituted for the transaction of business at 1:01 pm PT.

a) Land Acknowledgement

The Chair acknowledged that the City of Vancouver is situated on the unceded traditional territories of the ḵʷməθkʷəyəm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

b) Introductions

The Chair welcomed all members and guests and introduced those in attendance. With the consent of the meeting, J. Dhoother acted as Recording Secretary of the meeting.

c) Conflict of Interest Declaration

The Chair asked for declarations of conflict of interest regarding agenda items. None declared.

2. APPROVAL OF AGENDA

The proposed meeting agenda was adopted with the moving of the Independent Complaints Review Officer's (ICRO) Quarterly Report January 20, 2023, from the Consent Agenda to the Meeting Agenda.

Moved by B. Rempel, seconded by R. Dennis:

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

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda that was distributed in advance of the meeting. At the request of T. D'Souza the ICRO Quarterly Report was removed for discussion following Agenda item 10. The Chair asked for a motion to approve the remaining three items contained therein.

Moved by T. D'Souza, seconded by M. Baram:

BE IT RESOLVED THAT the three items contained in the Consent agenda in substantially the form presented be and are hereby approved with immediate effect:

- a) the minutes of the previous meeting of the Board of Directors, held on December 01, 2022
- b) the report of the Finance and Audit Committee
 - i. Summarized Financial Report for FY2023 Q2 ended December 31, 2022
 - ii. FY2023 Q2 Outlook
 - iii. Amended Signing Officer Policy
- c) the report of the Governance and Nominating Committee.

CARRIED

4. DISCLOSURE OF INCIDENTS OF WRONGDOING POLICY

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

T. D'Souza referred to the materials distributed in advance of the meeting. He advised that management had brought forth a proposed Disclosure of Incidents of Wrongdoing Policy to provide increased support, direction, and protection for College staff in reporting actions that are not compatible with the College's internal policies, legislation, or financial reporting requirements.

He reported that the Finance and Audit Committee had reviewed the policy and recommend its approval to the Board of Directors.

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

BE IT RESOLVED THAT the proposed Disclosure of Incidents of Wrongdoing Policy in substantially the form presented be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

5. PROFESSIONAL STANDARDS

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

B. Rempel referred to the proposed Professional Standards of the College that was distributed in advance of the meeting. He advised that Regulatory Colleges are mandated by statute to develop, establish, and maintain standards where there may be a risk to the public.

He commented that the Professional Standards, Research, Education and Policy department (PREP) had engaged an external consultant to guide the process and development of the Professional Standards which included extensive input from licensees and other subject matter experts.

B. Rempel reported that the Governance and Nominating Committee had reviewed the Proposed Standards of Practise and recommend its approval to the Board of Directors.

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

RESOLVED THAT the proposed Professional Standards of Practice in substantially the form presented to the Board be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Ben Rempel for his report.

6. ACCREDITATION POLICY

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

B. Rempel referred to the proposed Accreditation Policy that was distributed in advance of the meeting. He reported that the policy is intended to provide the process for the College to assess and accredit potential education program providers and the process for the periodic renewal of accreditation. He commented that the Accreditation Policy will also support the consideration of application fees should the Board decide to apply these in the future.

B. Rempel reported that the Governance and Nominating Committee had reviewed the Proposed Accreditation Policy and recommends its approval to the Board of Directors.

T. D'Souza raised the question of whether a provision for providers to have adequate liability insurance should be included. Management advised that this additional requirement could be added.

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

RESOLVED THAT the Draft Accreditation Policy of the College, in substantially the form presented to the Board including the additional requirement of adequate for liability insurance, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Ben Rempel for his report.

7. RESEARCH POLICY

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

B. Rempel referred to the proposed Research Policy that was distributed in advance of the meeting. He advised that the proposed Research Policy is intended to promote integrity and consistency for research conducted internally and commissioned through external resources.

B. Rempel reported that the Governance and Nominating Committee had reviewed the Proposed Research Policy and recommends its approval to the Board of Directors.

Moved by M. Baram, seconded by N. Beaudry:

RESOLVED THAT the proposed Research Policy of the College, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Ben Rempel for his report.

8. LICENSEE CONDUCT POLICY

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

B. Rempel referred to the proposed Licensee Conduct Policy that was distributed in advance of the meeting. He advised that recent experiences with the College's online course/tutorial offerings indicated that additional provisions to the current Learner Conduct Policy are required.

Management has recommended that the Learner Conduct Policy be repealed and replaced with a new Licensee Conduct Policy. B. Rempel reported that the Governance and Nominating Committee had reviewed the Proposed Licensee Conduct Policy and recommends its approval to the Board of Directors.

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

RESOLVED THAT

(1) the Licensee Conduct Policy in substantially the form presented to the Board, be and is hereby approved with immediate effect; and

(2) the former Learner Conduct Policy be repealed; and

(3) College staff be authorized and instructed to review and update all current policies, as applicable, to reflect the adoption of the Licensee Conduct Policy and the repeal of the Learner Conduct Policy.

CARRIED

The Chair thanked Ben Rempel for his report.

9. NEW COMPETENCY-BASED ENTRY-TO-PRACTISE EXAM FOR RISIA

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

B. Rempel referred to the materials distributed in advance of the meeting. He stated that RISIA candidates were given 2-hours to complete the knowledge-based RISIA Entry-to-Practice Exam (EPE). Now that the new, competency-based RISIA EPE has been implemented, management recommends that the RISIA EPE be changed to a 3-hour exam effective July 1, 2023. He advised that the change reflects the increased content of the competency-based exam and will also facilitate better psychometric evaluation. Implementing this proposed change as of July 1, 2023 will also permit adequate notice to be provided to education providers and candidates.

B. Rempel reported that the Governance and Nominating Committee had reviewed the proposal to adopt a 3-hour knowledge-based RISIA EPE and recommends approval by the Board of Directors.

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

RESOLVED THAT the proposal to increase the duration of the Entry-To-Practise Exam for Regulated International Student Immigration Advisors from 2 to 3 hours effective July 1, 2023, be and is hereby approved.

CARRIED

The Chair thanked Ben Rempel for his report.

10. DISCUSSION - STRATEGIC PLANNING PROCESS

The Chair called upon Phil Buckley, Founder, and Managing Director of Change with Confidence.

P. Buckley provided a summary of the Strategic Planning process to date. He reported that management held a two-day strategic planning session which incorporated the input from participants at the Governance and Nominating Committee meeting of January 25, 2023. A strategic framework was presented to the Board on March 9 and 10 for comment and feedback.

He stated that, at the next Board of Directors meeting scheduled for June 8, 2023, a 3-year Strategic Plan will be presented for approval.

B. Rempel commented that he appreciated the work completed by management on the strategic framework.

The Chair thanked Phil Buckley for his report.

CONSENT AGENDA - ICRO REPORT

The Chair opened discussion of the ICRO Report which was removed from the Consent Agenda.

Tim D'Souza referenced the recommendations the ICRO had made to improve the handling of complaints by the College.

In response, Michael Huynh, Director of Professional Conduct, stated that he had scheduled a meeting with the ICRO to discuss the recommendations made and an update will be provided to the Board with the next ICRO Report to the Board scheduled for June 8, 2023.

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

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

RESOLVED THAT the meeting go in camera at 1:36 pm PT.

IN-CAMERA SESSION MOTIONS

Moved by Beaudry, seconded by J. Henry:

RESOLVED THAT

[1] All motions passed in camera be and are hereby moved to the open session of the meeting; and

[2] The Board meeting move into open session.

CARRIED

IN-CAMERA SESSION NOTES

B. Rempel noted that a GNC workplan is to be laid out and a recommendation will be provided to the Board as to where items such as succession planning, and DEI should be included.

12. NEXT MEETING AND ADJOURNMENT

The next meeting of the Board of Directors will be held in-person/Zoom on June 8, 2023, in Winnipeg, M.B.

Moved by M. Baram, seconded N. Beaudry:

a) **RESOLVED THAT** the meeting be and is hereby adjourned at 1:56 pm, PT.

CARRIED

S. Belevici, RCIC
Chair

J. Dhoother
Recording Secretary

SUMMARY OF RESOLUTIONS AND ACTIONS DISCUSSED

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Agenda	RESOLVED THAT the Agenda for the meeting be and is hereby approved as presented.	1
2	Consent Agenda	RESOLVED THAT the Consent Agenda for the meeting be and is hereby approved as amended.	2
3	Disclosure of Incidents of Wrongdoing Policy	RESOLVED THAT the Disclosure of Incidents of Wrongdoing Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	3
4	Professional Standards	RESOLVED THAT the draft Standards of Practice in substantially the form presented to the Board, be and is hereby approved with immediate effect.	4
5	Accreditation Policy	RESOLVED THAT the Draft Accreditation Policy of the College, in substantially the form presented to the Board including the additional requirement of a minimum amount for liability insurance, be and is hereby approved with immediate effect.	5
6	Research Policy	RESOLVED THAT the draft Research Policy of the College, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	6
7	Licensee Conduct Policy	RESOLVED THAT (1) the Licensee Conduct Policy in substantially the form presented to the Board, be and is hereby approved with immediate effect; and (2) the former Learner Conduct Policy be repealed; and (3) College staff be authorized and instructed to review and update all current policies, as applicable, to reflect the adoption of the Licensee Conduct Policy and the repeal of the Learner Conduct Policy.	7
8	New Competency-Based EPE for RISIAs	RESOLVED THAT the RISIA EPE be increased to a 3-hour exam effective July 1, 2023.	8
9	Board meeting move in camera	RESOLVED THAT the meeting go in camera at 1:36 pm PT.	9
10	Board Motions passed in camera be moved to the open session and the Board resume in open session	RESOLVED THAT (1) All motions passed in camera be and are hereby moved to the open session of the meeting; and (2) The Board meeting move into open session.	10
11	Adjournment	RESOLVED THAT the meeting be and is hereby adjourned at 1:56 pm PT.	11

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel, Chair, Governance and Nominating Committee**
Re: **Consent Agenda item – Report of the Nominating and Governance Committee Chair**
Date: **June 8, 2023**

Summary

The Governance and Nominating Committee (GNC) met on May 24, 2023, and on May 25, 2023 for a meeting specific to Strategic Planning,

Requested Action

This memorandum is for the information of Directors only. Specific GNC proposals requiring Board approval are included on the Board meeting Agenda under items 07 and 08.

Discussion/Analysis

The following topics were discussed during the GNC meeting on May 24, 2023:

Review of the Draft GNC Workplan

The Committee discussed the draft workplan presented by Management and recommended a motion for approval be presented to the Board at the next meeting scheduled for June 8, 2023.

College Act Amendments Tabled in Parliament

The Committee reviewed the amendments proposed by the College and the resulting response.

Update on Specialization Program

Management gave an update regarding the communication of the Specialization Program to Licensees and commented on the number of cases before the IRB with licensees that have yet to pass the Specialization Program exam.

Changes to Licensee Mentoring Program

The Committee discussed the New-Licensee Mentoring Program Policy as was presented by Management and recommended a motion for approval be presented to the Board at the next meeting scheduled for June 8, 2023.

References:

- Tab I – Proposed GNC Workplan for 2023-2024
- Tab J – New-Licensee Mentoring Program Policy

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza, Chair, Finance and Audit Committee**
Re: **Consent Agenda item Tab C – Report of the Finance and Audit Committee Chair**
Date: **June 8, 2023**

Summary:

The Finance and Audit Committee (FAC) met on May 31, 2023 to review items scheduled in the FAC workplan including:

- internal financial statements for the third quarter ended March 31, 2023
- investment results period ending March 31, 2023
- draft budget for fiscal 2024

Requested Action:

This memorandum is for the information of Directors only. Specific FAC proposed items requiring Board approval are included on the Board Meeting Agenda under consent agenda Tabs D-E and agenda items 05, 09, 10 and 11.

Discussion/Analysis:

The following topics were discussed during the FAC meeting on May 31, 2023:

Consent Agenda

- the compliance statement indicated no items of non-compliance.
- the Investment Report as of March 31, 2023
- the Risk Register which noted only one area of concern which the College is addressing

Review of the Financial Results for period ended March 31, 2023 and FY2023 Q3 Forecast

Management presented the internal financial statements for period ending March 31, 2023 and the forecast for FY2023 Q3

Review of the Draft Budget for Fiscal 2024

The Committee discussed the draft budget as was presented by Management and recommended a motion for approval be presented to the Board at the next meeting scheduled for June 8, 2023.

Corporate Credit Card Use

Management presented the amended Corporate Credit Card Use policy which had been amended to meet the increased volume of corporate credit card transactions of the College. The Committee accepted the policy in substantially the form as presented and recommended a motion for approval be presented at the next meeting of the Board scheduled for June 8, 2023.

Asset Depreciation Threshold and Disposal Policy

Management presented the amended Asset Depreciation Threshold and Disposal Policy. The Committee accepted the policy in substantially the form as presented and recommended the approval from the Board at the next meeting on June 8, 2023.

Confirmation of Authorized Signing Officers

Management presented a Confirmation of Authorized Signing Officers to be presented to the Board of Directors at the next meeting of the Board scheduled for June 8, 2023 to confirm the 4 signing officers of the College.

References:

- Tab D – Summarized Financial Report for FY2023 Q3 ended March 31, 2023
- Tab E – Forecast FY2023 Q3
- Tab H – Draft Budget for Fiscal 2024
- Tab K – Amended Corporate Credit Card Use Policy
- Tab L – Asset Depreciation Threshold and Disposal Policy
- Tab M – Authorized Signing Officers

Summarized Financial Report for FY2023 Q3 ended March 31, 2023

Summarized statements of operations for the third quarter ended March 31, 2023 compared to budget is as follows:

Summarized Statement of Operations Period ended March 31, 2023	YTD Actual	YTD Budget	Variance over (Under) Budget	Annual Budget
Total Revenue	\$ 18,344,779	\$ 16,450,129	\$ 1,894,650	\$ 21,702,002
Total Expense	12,907,300	16,373,303	(3,466,003)	21,172,918
Excess of Revenue Over Expenses	\$ 5,437,479	\$ 76,826	\$ 5,360,653	\$ 529,084

Highlights:

- Revenue exceeded budget due to:
 - More candidates wrote RCIC/RISIA EPE and SP examination than budgeted.
 - More enrollments in Specialization Program than budgeted.
 - Mentoring Program launched and Agent Registration fees introduced. These are new unbudgeted revenue streams, as decision to implement a fee was made in F2023.
 - Late payment fees were charged on higher than anticipated volume of fees that remained unpaid after 30 days.
 - Higher interest income realized on GIC investment and interest-bearing chequing account due to increased Bank of Canada bank rates.
- Expenses were under budget mainly due to lower payroll expenses and related staff activities. Hiring is in progress with some vacant positions filled in the last quarter of the fiscal.

A summarized Statement of Financial Position as of March 31, 2023 compared with June 30, 2022 is presented as follows:

Summarized Statement of Financial Position	March 31, 2023	June 30, 2022	Increase (Decrease)
Total Assets	\$ 29,425,948	\$ 21,873,610	\$ 7,552,340
Total Liabilities	3,204,392	1,089,532	2,114,860
Total Net Assets	\$26,221,556	\$ 20,784,077	\$ 5,437,479

Highlights:

- Assets increased due to inflow of cash from annual renewal which was invested in short-term investments.
- Liabilities increased due to receipts of annual renewal fees which are recorded as a liability under deferred revenue. Deferred revenue is recognized as revenue on a monthly basis throughout the fiscal year.

A summary of investments as of March 31, 2023 is presented as follows:

	Principal	Rate	Maturity date
Desjardins – Term Deposit Certificates			
Certificate #401422	1,073,438	4.60%	27-09-23
Total Desjardins	\$ 1,073,438		
CIBC GICs			
Non-Redeemable GIC 0051	1,000,000	4.60%	14-07-23
Non-Redeemable GIC 0078	1,000,000	4.60%	14-07-23
Non-Redeemable GIC 0086	1,000,000	4.60%	14-07-23
Non-Redeemable GIC 0094	1,000,000	4.60%	14-07-23
Total CIBC	\$ 4,000,000		
RBC GICs			
Non-Redeemable GIC 180175017-019	501,750	2.39%	07-04-23
Non-Redeemable GIC 180175017-021	800,000	2.79%	03-06-23
Non-Redeemable GIC 180175017-022	1,004,142	2.79%	06-06-23
Non-Redeemable GIC 180175017-023	1,000,000	3.57%	06-07-23
Non-Redeemable GIC 180175017-024	1,000,000	3.57%	06-07-23
Non-Redeemable GIC 180175017-025	1,000,000	3.57%	06-07-23
Non-Redeemable GIC 180175017-026	1,000,000	3.57%	06-07-23
Non-Redeemable GIC 180175017-027	750,000	3.91%	15-07-23
Prime-Linked Cashable GIC 180175017-0020	1,000,000	1.70%	03-06-23
Prime-Linked Cashable GIC 180175017-0028	600,000	2.45%	26-07-23
Prime-Linked Cashable GIC 100189283-0009	704,060	2.45%	31-08-23
Prime-Linked Cashable GIC 100189283-0010	100,000	3.50%	05-12-23
Total RBC	\$ 9,459,952		
Total Short-term investments	\$14,533,390		

Highlights:

- Total investments were \$14,533,390 as at March 31, 2023.
- Very low activity in the third quarter. One GIC matured and was deposited (P+I) into the bank account to meet operational needs.
- Total Year-to-date investment interest income earned was \$378,749.

FY2023 Q3 Forecast

EXECUTIVE SUMMARY

The FY2023 Q3 forecast yields an excess of \$4,726,931 revenue over expenses as compared with the budget of \$529,084. The following are the Forecast statements of operations and variance explanation.

Q3 Forecast Statement of Operations for fiscal ended June 30, 2023

	Q3 Forecast	Budget	Variance over (under) Budget
Revenue			
Annual fees	\$ 20,726,609	\$ 20,450,702	\$ 275,907
Examination Fees	1,085,034	649,300	435,734
Mentoring Program	328,910	-	328,910
Interest Income	1,111,116	225,000	886,116
Other Revenue	1,058,088	377,000	681,088
Total Revenue	\$ 24,309,757	\$ 21,702,002	\$ 2,607,755
Expense			
Office of the CEO	2,309,087	2,363,556	(54,469)
Human Resources	872,197	552,450	319,747
Professional Conduct	3,457,677	3,643,756	(186,079)
Corporate Services	1,620,015	1,925,392	(305,377)
Information Technology	2,711,155	2,366,243	344,912
PREP	2,883,762	3,540,762	(657,000)
Communications and Stakeholder Relations	1,654,761	2,107,902	(453,141)
Registration	2,070,523	2,180,238	(109,715)
Governance, Board and AGM	486,068	581,027	(94,959)
Finance	1,398,372	1,613,092	(214,720)
Amortization of Capital Assets	118,209	296,500	(178,291)
Loss on disposal of Capital Assets	1,000	2,000	(1,000)
Total Expense	\$ 19,582,826	\$ 21,172,918	(\$ 1,590,092)
Excess of revenue over expense	\$ 4,726,931	\$ 529,084	\$ 4,197,847

VARIANCE EXPLANATION FOR FY2023 Q3 FORECAST

Revenue Variance: Total estimated revenue exceeds budget by \$2.6 million

Annual Fees - \$276K over budget

- Estimate growth is 5-6%.

Examination Fees - \$436K over budget

- Higher than anticipated examination registrations.
 - RCIC/RISIA EPE – increased as the Immigration and Practitioner Program (IPP) phased out.
 - Specialization Program (SP) examination – increased number of sittings in response to the high demand due to the extension of deadline to July 1, 2023 for compliance with the SP practice restriction.

Mentoring Program - \$329K

- New revenue stream not budgeted. Program pilot launched in November 2022.

Interest Income - \$886K over budget

- Higher interest income realized due to increase in interest rates on GIC and interest-bearing chequing account.
- Bank rates increased 5 times by 3% since the start of fiscal up to end of Mar 2023.

Other Revenue - \$681,088 over budget

- \$181K over budget – Enforcement of charging late payment fees on unpaid invoices beyond 30 days after billing.
- \$393K over budget – Licensees delayed enrollment in the Specialization Program from an anticipated F2022 to F2023.
- \$103K over budget – Higher tribunal revenue than anticipated
- \$10K – Agent Registration fees. New revenue stream.

Expense Variance: Total forecasted expenses are below budget by \$1.6 million.

Office of the CEO - \$54K under budget

- \$193K over budget – Increase of payroll expenses resulted from addition of new Full Time Employees (FTEs).
- \$40K over budget – unbudgeted Access To Information and Privacy (ATIP) consulting services to support new compliance requirements.
- \$206K under budget – Lower than anticipated expenses as legal support not required due to unfinalized or outstanding regulations.
- \$25K under budget – Crisis management planning will occur in F2024 when the new Director, Communications and Stakeholder Relations is recruited.

Human Resources - \$320K over budget

- \$103K over budget – In-person All-Staff Event scheduled in late June (June 28 – June 29).
- \$43K over budget – recruitment expenses increased to meet hiring needs.
- \$213K over budget – Consulting fees for various initiatives e.g., pay equity, employee engagement survey, health and safety, accessibility, etc.

Professional Conduct - \$186K under budget

- \$549K under budget - Payroll costs were lower than budget due to delay in hiring of budgeted positions.
- \$163K under budget – External legal services were lower than budget. Fewer discipline cases were referred.
- \$111K under budget – Investigator and mediator expenses were lower than budget due to fewer complaints being processed.
- \$214K under budget – Tribunal expenses were lower than budgeted. Higher than anticipated percentage of complaints were settled.
- \$909K reduction for Provision for PC included in the budget. Future estimated expenses on open cases is now reported as a restricted net asset.

Corporate Services - \$305K under budget

- \$52K under budget – Temp help budgeted to support department projects not required.
- \$137K under budget - Office rent budgeted for a potential Montreal office combined with estimated building management expenses for the Burlington office both not realized.
- \$91K under budget – Lower consulting expenses for office layout and design due to delay in project.
- \$27K over budget – Increase of insurance premium and enhancement of coverage.

Information Technology - \$345K over budget

- \$46K under budget – New telephony system on hold.
- \$177K under budget – IT Infrastructure costs/cloud resources and software were lower than budget due to delay in office build-out.
- \$393K under budget – IT software and platforms used by departments including IT consulting were lower than budget due to delay or change of plan in deployment.
- \$975K over budget – some EMS development was pulled forward for the launched in December 2023.

Professional Standards, Research, Education and Policy - \$657K under budget

- \$431K under budget – Payroll costs were lower than budget due to delay in hiring of budgeted positions.
- \$239K under budget – Delay in QM development to be continued in next fiscal.
- \$53K – Mentoring program expense unbudgeted. Stipend to mentor pending approval by Board.

Communications and Stakeholder Relations - \$453K under budget

- \$303K under budget - Payroll costs were lower than budget due to delay in hiring of budgeted positions.
- \$160K over budget – higher than anticipated expenses for media relations support.
- \$183K under budget – Budget unspent on various areas including printing, translations, travel, etc. Pending direction from new Director when onboard.
- \$115,000 under budget – Branding budget unspent. Pending direction from new Director when onboard.

Registration - \$110K under budget

- \$22K over budget – Increase in payroll expenses resulted from hiring more employees to meet the department’s increasing activities.
- \$71K over budget – Higher examination registrations resulted in higher examination admin expenses, e.g., proctoring.
- \$200K included in budget for compensation fund payment not required while the IRCC continues to develop the Regulations.

Governance, Board, and AGM - \$95K under budget

- \$162K under budget – Lower than budgeted expense in board/committee meetings, directors’ fees and travel as in-person meetings started at a later date and meetings were shorter than anticipated.
- \$67K over budget – Strategic planning process facilitated by Change with Confidence underway.

Finance - \$215K under budget

- \$255K under budget – Reduction of accounts receivable balances resulted in reversal of allowance in bad debts and bad debts expense.
- \$69K over budget – Increase in merchant fees expense as higher volume of credit card transactions for collection of payments from licensees and applicants.

Amortization of Capital Assets - \$178K under budget

- Purchase of capital assets lower than budget due to delay in office buildout and construction

Independent Complaints Review Officer's QUARTERLY REPORT

January 21, 2023 to April 6, 2023

Introduction

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

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

This quarterly report ("Report") has been produced for April 6, 2023, in time for the Council to review during its quarterly meeting.

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

Mandate of the ICRO

On receiving a request for review, my role as ICRO is to determine whether the procedures used by the Complaints Committee in its handling of the complaint were fair, and that there were no errors in fact or in law.

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

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

27.3

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

27.4

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

As an integral part of my role as ICRO, I may also make recommendations to the College on how to improve its handling of complaints, including the fairness and transparency of its complaint procedure and process.

General Statistics

During this period, I received three requests for a review, concluded two reviews, and have one review that is active.

Requests for Review Received	Reviews Concluded	Active Reviews
3	2	1

General Outcome of Reviews Concluded

In conducting a review, the ICRO may conclude by either accepting that the procedures were fair or referring the complaint back to the Complaints Committee with a recommendation for further action.

Two reviews were completed. Both decisions confirmed that the procedures were fair, with no errors of fact and law, though recommendations were made in both cases to improve the College's handling of complaints. There is one review, received March 28, 2023, that has not been completed yet.

Summary of Disposition of Reviews by ICRO

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

College File no: CD.2021.498

Review Received by ICRO: January 20, 2023

Decision Issued by ICRO: February 27, 2023

Disposition: There were no errors in fact or in law, but I made recommendations related to the information provided in the initial complaint form, the procedural delays in the handling of the complaint, and the lack of reasons in the closing letter.

College File No: CD.2022.117

Review Received by ICRO: February 8, 2023

Decision Issued by ICRO: March 7, 2023

Disposition: There were no errors in fact or law in the decision to proceed by way of mediation and VRP agreement. This case was efficiently handled, but recommendations were made relating to communications to the complainant about the College's decision to refer the complaint to the ER process and what role the Complainant plays in that process.

Summary of Matters Referred to the College and Reasons for Referral

No matters were referred to the College.

Assessment of the Handling of Complaints by College and Recommendations

During the period covered by this Report, I found no errors of fact or law in the disposition of the two completed reviews.

However, I did make recommendations to the College related to improving the handling of these two complaints, some of which have also been addressed in prior Reports.

The following is a list of the recommendations made during this quarter:

- The information provided in the initial complaint form should include information related to procedural timelines in the handling of the complaint.
- Communications relating to the College's decision to refer a complaint to the ER process, the role that the complainant plays in the process, the fact that the Licensee has entered into a VRP, and the closing of the complaint as a result, needs improvement. The concern is to ensure that the complainant understands that although complainants are

an important part of the College's ability to regulate in the public interest, they are not actual stakeholders in the complaints process or the ER process as it currently exists. Further, although detailed reasons are not appropriate, closing letters should provide at least a minimal explanation that the complainant's concerns have been considered and addressed.

- I also noted that while licensees are provided with a copy of the ER Guide, which explains the ER process and confidentiality, the complainant is not. I recommended preparing a similar guide specifically for complainants, and distributing it when the complainant is first notified of the transfer of their complaint to ER. Such a guide would explain their role, that any decision relating to a resolution would be between the College and the licensee, and that the complainant would be provided with information relating to the resolution but not provided with either a copy or details about the resolution. Implementing such a change would enhance clarity about the process and help manage complainants' expectations.
- In addition to clearer communication of the complainant's role in the complaints and ER process, there needs to be clearer communication to the complainant of the College's mandate and its role as the regulator of immigration and citizenship consultants in the public interest, and not as an advocate for the Complainant.

As I have stated previously, the College's purpose is to regulate immigration and citizenship consultants in the public interest and to protect the public, including by (a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; (b) ensuring compliance with the code of professional conduct; and (c) undertaking public awareness activities. The complaints process is part of the College's regulatory activities in ensuring compliance amongst its licensees.

A running theme in these Reports has been (i) communications with complainants about the complaints/ER process and the College's mandate; and (ii) the appropriate balance between providing information to complainants and the confidentiality provided to the licensee as part of the ER process and agreement to a VRP.

Unlike other profession regulators, many of the College's complainants are from outside of Canada. As such, it is even more important that there be transparency and clarity about the mandate of the College, the complaints process, and the role that complainants have in that process.

These recommendations are made in the spirit of increasing not only public confidence in the College, but also the confidence of complainants that the College has considered regulatory issues raised in their complaints and addressed them in accordance with its regulatory mandate.

The College's challenges include substantial backlog, which it is working through. As it works through its backlog, some of these concerns will be alleviated. I also acknowledge that the College, as part of its restructuring and transition, has already implemented many changes on its processes and is considering the implementation of further changes that address these types of concerns. Such changes will reduce any anxieties or frustration on the part of both complainants

and licensees and increase public confidence. Transparency and clear communications about the College's mandate to act in the public interest and protect the public, rather than as advocates of individual complainants, is critical to fostering that confidence.

Dated this 6th day of April 2023.

Independent Complaints Review Officer

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

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



March 30, 2023

Dear Ms. Hum,

On behalf of the College of Immigration and Citizenship Consultants (College) we would like to take this opportunity to thank you for your thorough reviews of the complaints referred to you to date and recommendations related to same.

We thought it was timely to provide you with an update about recommendations we have already implemented and the status of others in progress.

Resources

The Professional Conduct (PC) department has considered its staffing resources and whether they are adequate to address complaint files efficiently and effectively. As a result, the PC department has hired 5 new Investigators in the past year (from 5 to 10), 2 additional Complaint Coordinators, a Bilingual Mediator and a new Manager for the Intake and Resolutions team. We are confident as these new staff members are onboarded and begin handling complaints, we will see significant improvement in our turnaround times without compromising the quality of the outcomes we achieve through the complaints process.

Communications

We read with interest your recommendations related to improved communications with the complainants throughout the various stages in our processes. We have already amended the "initial letter" a complainant receives after filing a complaint on our on-line complaint portal. It now includes clearer information regarding refunds:

"The College's authority to assist complainants with the reimbursement of funds is limited. If you are requesting a refund as part of your complaint, we encourage you to seek remedies through the civil court process which can be pursued simultaneously with a complaint with the College."

In the next version of this "initial letter" which should be finalized and translated shortly, we are including additional information regarding the College's mandate, processing times generally, and the role of the complainant in our processes.

Regarding your recommendations related to files referred to Early Resolutions, we intend to update the Early Resolution Guide. As you noted we currently provide one version to Licensees and we are in the process of developing another for complainants. This version would outline:

- How our process functions
- Its purpose
- What information they will receive
- Possible outcomes
- How Voluntary Resolution Program (VRP) terms are confidential
- The role they play as initiator of the complaint (but not a party to this regulatory process).

We hope this Guide will better manage expectations regarding the possibility of obtaining refunds, without discouraging their continued participation in our process. Our referral letter to ER and the update letter will include similar and consistent messaging to the complainants.

Closing Letters

Managers and supervisors are closely monitoring all closing letters to ensure we meet our obligations for confidentiality but provide the complainants with additional information regarding the licensees' response, assurances that the issues they identified were considered as part of any terms we entered with the licensee and appropriate action was taken.

To address your recommendation regarding multiple licensees related to the same complainant we have started to link matters in the existing database and add notes to the complaint folder to avoid any oversights with closing letters or updates.

The College is currently in the process of developing a new case management system which is scheduled to launch around the end of the 2023. We will be building into our system requirements enhanced reporting mechanisms to monitor the status of complaints and to ensure files cannot be closed without a closing letter. In the meantime, supervisors and managers are meeting regularly with staff and our Data Coordinator is assisting with system enhancements in our current case management system.

We sincerely appreciate the timely, practical, and thoughtful recommendations you have provided to date. We look forward to your continued insights and expertise as we strive to improve the efficiency and effectiveness of our complaint handling processes.

Sincerely,



Michael Huynh

Director, Professional Conduct

Independent Complaints Review Officer's QUARTERLY REPORT

November 12, 2022 to January 20, 2023

Version: 2023-001

Last Modified: January 19, 2023

Introduction

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

5.2 The ICRO shall report to the Council¹ every quarter of the calendar year:

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

This quarterly report ("Report") was to be produced no later than January 20, 2023, in time for College's review this quarter.

As required, this Report is divided into a General Statistics chart, a chart showing the general outcome of reviews concluded, Summary of Disposition of Reviews by ICRO, Assessment of the Handling of Complaints by the College and Recommendations.

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

Mandate of the ICRO

On receiving a request for review, my role as ICRO is to determine whether the procedures used by the Complaints Committee in its handling of the complaint were fair, and that there were no errors in fact or in law. As part of my review, I may also make recommendations on improving the fairness of the complaint procedure and process.

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

27.3

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

27.4

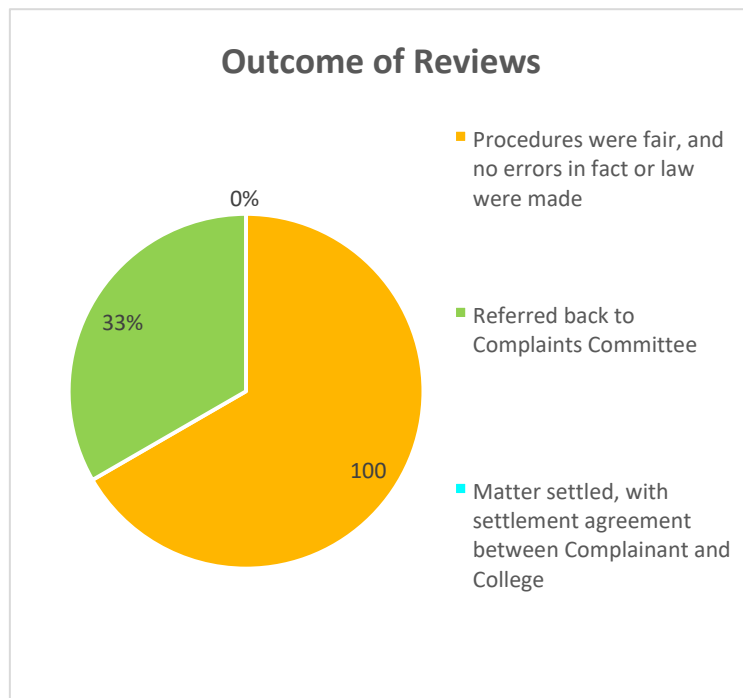
The ICRO will either accept that the procedures were fair or refer the complaint back to the Complaints Committee with a recommendation for further action. During the review, if the ICRO receives fresh information the ICRO considers significant, they may refer that information back to the Complaints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

As ICRO, I also have the mandate to make recommendations to the College on how to improve its handling of complaints.

General Statistics

During this Period, I received one request for a review, concluded three reviews, and issued three decisions.

Requests for Review Received	Reviews Concluded	Active Reviews
1	3	0



General Outcome of Reviews Concluded

In conducting a review, the ICRO may conclude by either accepting that the procedures were fair, or referring the complaint back to the Complaints Committee with a recommendation for further action.

Three reviews were completed, as follows: (i) two decisions confirmed that the procedures were fair, with no errors of fact and law, though recommendations were also made in those two of the cases to improve the College's handling of complaints; and (ii) one decision resulted in the

Complaint being sent back to the Complaints Committee with a recommendation they prepare a

closing letter to properly inform the Complainant of the outcome. There were no reviews where a settlement agreement was reached.

Summary of Disposition of Reviews by ICRO

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

College File no: CCRC 2017.364

Review Received by ICRO: October 11, 2022

Decision Issued by ICRO: November 14, 2022

Disposition: There were no errors in fact or in law, but improvements recommended to complaints procedure and communications with complainant, including advising complainant clearly of scope of mandate of the College.

College File No: CD.2018.088

Review Received by ICRO: October 11, 2022

Decision Issued by ICRO: November 14, 2022

Disposition: No errors in fact or law in the decision to proceed by way of mediation and VRP agreement, but sent back so that a separate closing letter can be sent to the Complainant. No closing letter found in the Complaint file. Improvements recommended on handling of multiple complaints by one complainant against different members on related facts, and on the proper closing of complaint.

College File No.: CD. 2022.442.

Review Received by ICRO: 2023 January 03

Decision Issued by ICRO: January 12, 2023

Disposition: No errors in fact or in law, and decision confirmed.

Summary of Matters Referred to the College and Reasons for Referral

As noted above, one matter was referred back to the Complaints Committee, for the purposes of providing the Complainant with a closing letter. There was no evidence in the complaint file that a closing letter had ever being submitted to the Complainant, who found only found out the result of this Complaint through the result of a related complaint.

Assessment of the Handling of Complaints by College and Recommendations

During the period covered by this Report, I found no error of fact or law in the disposition of the complaints, but the College failed to follow proper procedure in the closing of one of complaints.

I made recommendations to improve the College's handling of two of the three complaints. The following is a list of the recommendations made by the ICRO during this quarter, all related to the procedural handling of complaints, if the College has not already taken these steps:

- (a) I recommended that where facts raised relate to a single retainer, or incident, and where more than one licensee is involved, that the College create a discretionary procedure where appropriate, whereby the respective complaints about such licensees be joined together for handling, not as a single complaint but as distinct complaints handled together. How closely they are handled together would be at the discretion of the College, as there may be issues of confidentiality as between the licensees.
- (b) In order to comply with the College of Immigration and Citizenship Consultants Act, and to maintain or increase the public confidence in the College's regulatory role, the College's communications should keep complainants appropriately apprised at each

critical step of the Complaint process, and in particular provide the complainant with the required closing letter with reasons.

- (c) The College needs to ensure that its communications with complainants should make clear that it:
1. has limited ability to assist complainants with the return of funds paid to licensees or issues of damages suffered, except in the context of the licensee agreeing through the Voluntary Resolution Program, and only in appropriate cases;
 2. strongly encourages complainants who are looking for a return of funds or compensation for damages suffered to look into remedies through the civil court process, and that this can be done at the same time as pursuing a complaint with the College; and
 3. provide a bit more information in its closing letters, and inform complainants in closing letters relating to VRP agreements that although terms of resolution are confidential, the Complaints Committee considered the various concerns raised by the Complainant and took appropriate action.

The College's purpose is to regulate immigration and citizenship consultants in the public interest and to protect the public, including by (a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; (b) ensuring compliance with the code of professional conduct; and (c) undertaking public awareness activities. The complaints process is part of the College's regulatory activities in ensuring compliance amongst its licensees.

These recommendations are made in the spirit of increasing public confidence in the College, and reducing any anxieties or frustration on the part of both complainants and licensees. Transparency and clear communications about the College's mandate to act in the public interest and protect the public, rather than as advocates of individual complainants, are important to fostering that confidence.

Dated this 20th day of January 2023.

Independent Complaints Review Officer



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

MEMORANDUM

To: **Board of Directors**

From: **Stan Belevici, RCIC, Chair, Board of Directors**

Re: **Agenda Item 4 - Draft Strategic Plan F2023-2025**

Date: **June 08, 2023**

Summary:

The Board of Directors is requested to approve the Strategic Plan 2023-2025.

Requested Action:

THAT:

the proposed Strategic Plan 2023-2025, in substantially the form presented, be and is hereby approved with immediate effect.

Discussion/Analysis:

On the instructions of the Board of Directors, management has developed a Strategic Plan 2023-2025 based on the mandate as outlined in the College Act. A 3-year vision was developed with 4 strategic objectives and 21 initiatives to support these objectives.

Relevant assumptions and risks were reviewed and the College's current organizational structure and capacities were considered against the requirements of the proposed strategic initiatives.

The guidance and input provided by the Board of Directors at the retreat in Vancouver and at the expanded Nominating and Governance Committee meetings held January 25, 2023 and May 25, 2023 were incorporated.

The draft budget for fiscal 2024, which is being presented as Agenda item 05, was developed to support this Strategic Plan.

Attachments:

Strategic Plan

Financial Outlook for Fiscal 2024, 2025 and 2026

2023-2025 Strategic Plan

Version: 2023-004
Last Modified: May 30, 2023

INTRODUCTION

This document presents the Strategic Plan submitted by the Senior Management Team (SMT) for approval at the June 8, 2023 Board Meeting to achieve The College's Purpose as defined by section 4 of the College of Immigration and Citizenship Consultants Act:

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

- a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees;
- b) ensuring compliance with the code of professional conduct; and
- c) undertaking public awareness activities."

VISION 2025

The vision that describes the desired outcome of the 2023-2025 Strategic Plan is as follows:

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

STRATEGIC OBJECTIVES

The SMT recommends four strategic objectives:

- Professional Standards and Compliance Standards address evolving needs, and licensees consistently practice to those standards.
- Unauthorized Practitioners Combat unauthorized practitioners by enforcement, licensing, and awareness.
- Stakeholder Communication The College's role as a respected regulator is broadly accepted.
- Sustainability The College strengthens organizational capacity.

STRATEGIC PLAN

The Strategic Plan includes strategic objectives and measurable initiatives required to achieve The College's Purpose:

STRATEGIC PLAN			
PURPOSE			
To regulate immigration and citizenship consultants in the public interest and protect the public.			
STRATEGIC OBJECTIVES			
PROFESSIONAL STANDARDS & COMPLIANCE Standards address evolving needs and licensees consistently practise to those standards.	UNAUTHORIZED PRACTITIONERS (UAPs) Combat unauthorized practitioners by enforcement, licensing, and awareness.	STAKEHOLDER COMMUNICATION The College's role as a respected regulator is broadly accepted.	SUSTAINABILITY The College strengthens organizational capacity.
INITIATIVES			
1. Quality Management	1. Domestic Injunctions	1. Communications Capacity Building	1. Culture and Engagement
2. Mentoring Program	2. Unauthorized Practitioner Registration	2. Proactive Licensee Communication	2. Diversity, Equity and Inclusion
3. Practice, Policy, and Public-centred Research	3. Domestic and International Partnerships (Immigration, Refugees and Citizenship Canada (IRCC), Canada Border Services Agency (CBSA), etc.)	3. Government Relations and Issues Management	3. Legal, Regulatory, Directives and Policies Compliance
4. Regulations, By-laws and Policies Development	4. UAP Research	4. Strategic Relationship Partnering	4. Enterprise Management System (EMS)
5. Post-licence Education Programming	5. Fraud Prevention Awareness	5. Public Awareness Communication	5. Records Management
6. Complaints Process Efficiency and Effectiveness			
MEASURES			
1. Quality Management Program is developed to provide clear guidance and direction for licensees 2. Mentoring programs are developed to provide clear guidance and direction for licensees 3. Research symposiums inform College strategies 4. Regulations, by-laws, and policies are evidence-based, well-researched, and meet the needs of the stakeholders 5. Adoption of evidence-based accreditation practices and improved CPD quality 6. Increased complaint throughput rate	1. UAPs complying with College demands or pursued 2. Number of UAPs licensed 3. Number and scope of partnerships created 4. Research projects in progress, submitted conference presentations, and publications in preparation 5. Web traffic to the UAP warning page	1. Organization structure designed and implemented 2. Consultation and feedback from CAPIC 3. Emerging issues are controlled effectively 4. Partners view the College as a competent SRO 5. Public awareness of the College's role and key messages	1. Task Team evaluation of initiative effectiveness 2. Employee-identified feedback 3. Submission of reports as required to the House of Commons, Senate, TBS, Commissioners, and ATIP inquiries 4. iMIS launched on the target date and initiative development of predictive and detective abilities 5. Compliance with IRCC and TBS on ATIP requirements

FINANCIAL OUTLOOK FOR FISCAL 2024, 2025 and 2026

Strategic Plan Outlook \$'s in thousands			
REVENUE	Budget F2024	F2025	F2026
Annual fees	\$ 21,566	\$ 21,840	\$ 22,714
EPE	959	1,000	1,000
Mentoring Program - New Licensee	1,207	1,000	1,000
Mentoring Program - Remedial	0	500	500
Interest	1,282	1,000	1,000
Specialization Program	222	0	0
Other	555	500	500
Total Revenue	\$ 25,791	\$ 25,840	\$ 26,714
EXPENSES			
Total Expenses	\$ 26,080	\$ 25,690	\$ 26,499
Possible revenue over/(under) expenses	\$ (289)	\$ 150	\$ 215
Notes:			
<ol style="list-style-type: none"> 1. Inflation on non-salary expenses are not included. 2. Effects of new regulations are not included. 3. Outlook is guided by the Board's direction for the Strategic Plan. 4. Estimates are provided without historical data therefore, they are not reliable and variances may be significant. 			
Significant Assumptions:			
<ul style="list-style-type: none"> - There won't be a Federal election in calendar year 2023 - The Transitional Board will not change in F2024 - Licensee base will flat-line with a modest increase of 4% annually 			
Levers for Significant Revenue Variances			
<ul style="list-style-type: none"> - Revenues exceed requirements <ul style="list-style-type: none"> o Invest in new initiatives o Increase investment in current initiatives o Temporary discount on annual fees in future years - Revenues not sufficient for requirements <ul style="list-style-type: none"> o Issue levies for specific purposes o Increase annual fees 			

MEMORANDUM

To: **Board of Directors**
From: **Tim D’Souza, Chair, Finance and Audit Committee**
Re: **Agenda Item 5 – Draft Budget for Fiscal 2024**
Date: **June 8, 2023**

Summary:

Management has prepared the Draft Budget for the 2024 fiscal of the College which additionally incorporates the Strategic Plan Initiatives.

The Draft Budget was presented to the Finance and Audit Committee (FAC) for review and recommendation at the meeting of May 31, 2023. The Committee approved the budget and is recommending approval by the Board of Directors.

Requested Action:

THAT:

the proposed budget for the financial year of the College ending June 30, 2024, in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

The draft budget FY2024 report consists of the following sections:

- Introduction
- Budget Basis
- Summarized Statement of Operations
- Statement of Changes in Net Assets
- Proposed Capital Budget
- Revenues
- Budget by Department

Attachment:

College of Immigration and Citizenship Consultants Budget for Fiscal year ending June 30, 2024



**College of Immigration and Citizenship
Consultants
Budget
for
Fiscal year ending June 30, 2024**

INTRODUCTION

- The development of the budget is based on the following:
 - Sufficient assets appropriately allocated to achieve the new anticipated strategic objectives to be approved by the Board in June 2023, based upon direction provided to management in March 2023
 - Funds expended in compliance with the Board’s restriction of net assets
 - Budget developed in accordance with Generally Accepted Accounting Principles
 - Budget based upon financial and operational sustainability
- Management is presenting the budget for the fiscal year 2024, this includes:
 - Deficit of \$289K revenue over expenses
 - Estimated full utilization of the Transition to College and IT Infrastructure Development restricted net assets during F2024

BUDGET BASIS

- Revenues:
 - Annual licensing fees remain unchanged
 - RCIC annual fees: \$1,809.25 + HST
 - RISIA annual fees: \$913 + HST
 - Flat membership growth. Projected licensee increase by 6% throughout the fiscal year with attrition rate of 6%
 - The total number of Entry-to-Practice Examination (EPE) candidates is expected to be lower than the prior year
 - Programs
 - Mentoring Program (RCIC & RISIA)
 - RISIA – Pilot to be launched. New revenue stream
 - Specialization Program
 - Anticipated low enrolment commencing January 2024 as IRB practice restriction in place effective July 1, 2023
 - Interest income - Based on existing bank rate
- Expenses:
 - Salary and benefits amounts increased by 5% to provide for COLA and position the College to compete in the labour marketplace
 - Board of Directors meetings and licensee events including an Annual General Meeting to be held in-person
 - Mentoring Program – Introduction of stipend to mentors
 - Office build-out and renovation of Burlington office into collaborative workspace for the 10th floor only. All staff continue to work remotely

Proposed budget for fiscal year ending June 30, 2024:

A deficit budget of \$288,970 for fiscal year ending June 30, 2024 is presented.

Highlights:

- Projected revenues include:
 - \$21,566K – Annual fees
 - \$1,282K – Interest income
 - \$1,207K – Mentoring Program
 - \$959K – Examination fees
 - \$222K – Specialization Program fees
- Projected expenses include:
 - Increased staff to support the legislated mandate requirements and operational needs. This includes the establishment of Project Management office; creating new positions to support governance and compliance with Access to Information and Privacy (ATIP); continuing enhancements in Professional Conduct file management, Mentoring Program Quality Management Program, research, policy, examination and compliance with licensing requirements as well as development of the Compensation Fund
 - Professional development costs based upon allocation by employee level
 - Continued development of an Enterprise Management System. Anticipated to be live in December 2023

Summarized Statement of Operations Budget for the fiscal year ending June 30, 2024

Summarized Statement of Operations	FY2024 Budget	FY2023 Forecast	Variance FY2024 Budget vs FY2023 Forecast		FY2023 Budget
			\$	%	
Revenues					
Annual Fees	21,565,908	20,726,609	839,299	4%	20,450,702
Examination Fees	958,750	1,085,034	(126,284)	-12%	649,300
Mentoring Program	1,207,075	328,910	878,165	267%	-
Interest Income	1,281,500	1,111,116	170,384	15%	225,000
Specialization Program Fees	222,390	615,200	(392,810)	-64%	222,000
Other Revenues	555,000	442,888	112,112	25%	155,000
Total Revenues	25,790,623	24,309,757	1,480,866	6%	21,702,002
Expenses					
Office of the CEO	3,228,416	2,309,087	919,329	40%	2,363,556
Human Resources	1,477,055	872,197	604,858	69%	552,450
Professional Conduct	4,859,823	3,457,677	1,402,146	41%	3,643,756
Corporate Services	1,702,991	1,620,015	82,976	5%	1,925,392
Information Technology	2,802,180	2,711,155	91,025	3%	2,366,243
Professional Standards, Research, Education & Policy	4,556,768	2,883,762	1,673,006	58%	3,540,762
Communications & Stakeholder Relations	2,719,677	1,654,761	1,064,916	64%	2,107,902
Registration	2,133,040	2,070,523	62,517	3%	2,180,238
Governance, Board and AGM	829,705	486,068	343,637	71%	581,027
Finance	1,525,438	1,398,372	127,066	9%	1,613,092
Amortization of Capital Assets/Loss on disposal	244,500	119,209	125,291	105%	298,500
Total Expenses	26,079,593	19,582,826	6,496,767	33%	21,172,918
Excess/(Deficit): revenues over expenses	(\$ 288,970)	\$ 4,726,931	(\$ 5,015,901)	106%	\$ 529,084

Statement of Transition to College expenses and IT Infrastructure Development expenses

Transition to College expenses	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Office of the CEO			
Legal fees	\$ 100,000	\$ 35,000	\$ 100,000
Government relations	\$ 130,000	\$ 101,760	\$ 125,000
Consulting fees	\$ 200,000	\$ 209,983	\$ 170,000
	\$ 430,000	\$ 346,743	\$ 395,000
Human Resources			
Legal	\$ 45,000	\$ 75,000	\$ 45,000
Professional Conduct			
UAP training & strategy	\$ 22,000	\$ 15,384	\$ 46,000
PREP			
Mentoring Program	\$ 107,940	\$ 108,044	\$ 54,720
Research	\$ 309,568	\$ 272,021	\$ 246,160
Quality Management	\$ 177,584	\$ 50,113	\$ 288,640
	\$ 595,092	\$ 430,178	\$ 589,520
Registration			
Compensation fund	\$ -	\$ -	\$ 200,000
Communications & Stakeholder Relations			
Branding	\$ 100,000	\$ -	\$ 115,000
	\$ 100,000	\$ -	\$ 115,000
Total Transition to College expenses	\$ 1,192,092	\$ 867,305	\$ 1,390,520
IT Infrastructure Development			
Initial software development	\$ 1,628,240	\$ 1,977,410	\$ 1,001,920
Total IT Infrastructure Development expenses	\$ 1,628,240	\$ 1,977,410	\$ 1,001,920

Statement of Changes in Net Assets

	Restricted						
	Unrestricted	Invested in Capital Assets	Transition to College	IT Infrastructure Development	D&O Liability Coverage & Immunity from Civil Litigation	Professional Conduct Future Expenses	Total
Balance -Beginning as of July 1, 2022	\$ 12,527,587	\$ 242,343	\$ 1,670,175	\$2,343,972	\$4,000,000	\$ -	\$ 20,784,077
Excess of revenues over expenditures (FY2023 Forecast)	5,889,855	(118,209)	(867,305)	(1,977,410)	-	1,800,000	4,726,931
Balance - End of FY2023 projected	18,417,442	124,134	802,870	366,562	4,000,000	1,800,000	25,511,008
Excess of revenues over expenditures (FY2024 Budget)	2,773,862	(242,500)	(1,192,092)	(1,628,240)	-	-	(288,970)
Purchase of capital assets	(1,036,450)	1,036,450					-
Balance - End of FY2024 projected	\$20,154,854	\$ 918,084	\$ (389,222)	\$(1,261,678)	\$4,000,000	\$1,800,000	\$25,222,038

Proposed Capital Budget

Office Construction & Buildout/Leasehold Improvements Suite 1002	FY2024
Design & Engineering	\$ 225,000
Contractor fees	\$ 43,000
Materials / Construction	\$ 36,000
Doors / Windows	\$ 28,000
Finishes	\$ 151,000
Equipment / IT	\$ 56,000
Mechanical	\$ 27,000
Electrical	\$ 57,000
Furniture	\$ 150,000
Miscellaneous/unanticipated costs (25% contingency)	\$ 193,250
Total Office Construction & Buildout/Leasehold Improvements	<u>\$ 966,250</u>
Information Technology IT Infrastructure & Equipment	
Computers and laptops	<u>\$ 70,200</u>
Total Information Technology	<u>\$ 70,200</u>
Total Capital Budget	<u>\$ 1,036,450</u>

Amortization expenses:

- Based on the proposed capital investment, the annual amortization expenses including existing capital assets will be \$243K.

Revenues:

Annual fees revenue:

- RCIC annual fees: \$1,809.25 + HST
- RISIA annual fees: \$913 + HST
- Calculated based on estimated # of licensees in the chart below:

	RCIC	RISIA	Total
Estimated # of Active licensees: FY2024 beginning	12,000	375	
Deduct:			
Revocations	(350)	(20)	
Resignations	(400)	(40)	
Deceased	(10)	(2)	
Net licensees	11,240	313	
Add: New licensees	775	65	
FY2024 - Ending	12,015	378	
Add: Licensees on LOA	250	7	
Total	12,265	385	
Annual fees revenue	\$21,242,208	\$323,700	\$21,565,908

Examination fees revenue:

Examination fees revenue	Estimated # of writers	Examination fees	Total
RCIC EPE	1200	\$ 500	\$ 600,000
RISIA EPE	110	\$ 500	\$ 55,000
Specialization Program Examination	675	\$ 450	\$ 303,750
Total Examination fees revenue			\$ 958,750

Mentoring Program revenue:

Mentoring Program revenue	Estimated # of licensees	Program fees	Total
RCIC	1660	\$ 665	\$ 1,103,900
RISIA	115	\$ 665	\$ 76,475
Administrative service fee	178	\$ 150	\$ 26,700
Total Mentoring Program revenue			\$1,207,075

Specialization Program fees:

Specialization program revenue	Estimated # of applicants	Program fees	Total
Education Pathway	210	\$ 1,000	\$ 210,000
Re-enrollment - 5.9% re-enrollment rate			\$ 12,390
Total Specialization program revenue			\$ 222,390

Interest income - \$1,281,500 including:

- Investment interest - \$652,500
 - Estimated interest is based on average rate of 4.50% on \$14.5 million,
- Interest-bearing bank account - \$629,000
 - Estimated interest at rate of 4.0% – 4.5% on average bank balances of \$15 million.

Other revenues - \$555K including:

- Late fees - \$185,000
- Tribunal revenue - \$310,000
 - Cost - \$217,000 (70%)
 - Fines - \$93,000 (30%) (allocated to the Compensation Fund)
- Agent registration fees - \$60,000

BUDGET BY DEPARTMENT:

Detailed budgets for departments:

OFFICE OF THE CEO BUDGET

Office of the CEO	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	2,379,026	1,535,566	1,342,206
Professional Development	35,250	13,051	23,350
Legal	305,000	419,316	625,000
Government & public relations	130,000	101,760	125,000
Travel	92,500	29,411	53,000
Conference registration	5,640	-	-
Crisis management	81,000	-	25,000
Consulting	200,000	209,983	170,000
Total	\$ 3,228,416	\$ 2,309,087	\$ 2,363,556

-
- Salaries and benefits - \$2,379K
- Legal – \$305K including:
 - \$60K - Litigation
 - \$100K - By law and regulation
 - \$15K - Trademarks and logos
 - \$30K - AGM/Elections (if elections are required)
 - \$25K – Government policy legal support
 - \$75K - Privacy Act advice
- Travel - \$93K including in-person stakeholder engagement meetings
- Crisis management - \$81K, including workshop, crisis management plan development and training
- Consulting - \$200K including fees for strategic planning, document management and privacy.

HUMAN RESOURCES BUDGET

Human Resources	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Mandatory training	7,000	10,936	27,450
Conference registration	1,590	-	-
Team Building	221,900	155,077	52,000
Recruitment	156,375	98,317	55,000
Consulting	382,000	223,300	10,000
Ergonomic/Accessibility equipment	35,000	-	-
HR projects	45,000	19,567	68,000
Legal	623,500	365,000	340,000
Travel	4,690	-	-
Total	\$ 1,477,055	\$ 872,197	\$ 552,450

- Mandatory training – \$7K including health and safety and accessibility
- Corporate team building – \$222K
 - \$71K – LinkedIn and LifeLabs learning portals
 - \$150K – All-staff event
- Recruitment - \$156K, job ads and assessment, search fees, reports and screening check
- Consulting - \$382K
 - \$42K – Pay and employment equity
 - \$20K – Salary banding and evaluation
 - \$25K – Employee engagement support
 - \$120K – Investigators related to health and safety and employment issues
 - \$100K – Organizational effectiveness
 - \$60K – Diversity, equity and inclusion
 - \$15K - Accessibility
- Ergonomic/Accessibility equipment - \$35K
- HR projects – \$45K, surveys including financial planning for employees and pulse survey
- Legal - \$624K
 - \$250K – General legal advice
 - \$329K – Termination and outplacement
 - \$45K - Transition to the College related legal consultation

PROFESSIONAL CONDUCT DEPARTMENT BUDGET

Professional Conduct	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	3,654,987	2,601,762	3,150,827
Professional Development	65,580	36,635	43,550
External legal services	569,081	382,390	545,000
Legal research licences	9,135	6,643	9,135
Ext. investigator & mediator	81,280	110,000	221,000
Language services	71,500	56,631	70,000
Tribunal expenses	364,200	241,655	456,124
ICRO expenses	6,000	2,700	6,000
Travel	8,600	3,877	5,000
Conference registration	7,460	-	-
Provision	-	-	(908,880)
UAP training & strategy	22,000	15,384	46,000
Total	\$ 4,859,823	\$ 3,457,677	\$ 3,643,756

- Salaries and benefits - \$3,655K
- External legal services - \$569K
 - \$251K – Discipline counsel on block fee
 - \$308K – Discipline counsel on hourly rate
 - \$9K – Independent Legal Counsel
- External investigator and mediator - \$81K
 - Mediators - \$28K
 - Investigators - \$53K
- Tribunal expenses - \$364K
 - \$314K - Tribunal members per diem (review/settlement/hearing/meeting)
 - \$10K - Training & administration
 - \$15K – Reporting & transcription
 - \$25K – Appointee fees related payroll taxes
- UAP training & strategy expenses - \$22K
 - \$18K - Training for investigators
 - \$4K - Strategy and process development

Corporate Services Budget

Corporate Services	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	673,091	631,989	684,417
Professional Development	7,000	8,728	5,500
Office rent	671,000	638,225	775,000
Office supplies	24,500	14,679	28,500
Courier & postage	26,000	27,370	14,000
Office equipment lease	13,400	5,172	24,400
Repair & maintenance	32,000	17,077	49,200
Miscellaneous consulting	-	74,031	164,800
Insurance	240,000	202,245	175,000
Conference registration	6,500	-	-
Travel	9,500	499	4,575
Total	\$ 1,702,991	\$ 1,620,015	\$ 1,925,392

- Salaries and benefits - \$673K
- Office rent - \$671K including
 - \$669K - Burlington Head office
 - \$2K – Meeting place rental
- Repair & maintenance - \$32K including cleaning services
- Insurance – \$240K including
 - \$118K – D&O Liability
 - \$31K – Employment Practices and Fiduciary Liability
 - \$42K – E&O Liability
 - \$36K – Cybersecurity
 - \$13K – Commercial General Liability

Information Technology Budget

Information Technology	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Internet services	10,800	9,888	24,600
Telephony	47,500	43,563	89,900
Org cloud resources & software	349,620	201,307	273,363
IT Infrastructure & resources	94,300	149,401	254,560
Department software	541,720	222,088	572,900
IT Consulting	130,000	107,498	149,000
IT infrastructure development	1,628,240	1,977,410	1,001,920
Total	\$ 2,802,180	\$ 2,711,155	\$ 2,366,243

- Telephony - \$48K including office landline, fax and mobile phones plan services
- Organization cloud resources & software - \$350K including
 - \$105K - Office 365
 - \$48K - Smartsheets
 - \$66K – Adobe
 - \$33K – Zoom
 - \$12K - Freshdesk
 - \$20K – Officio
 - \$40K – College App
 - \$26K - Other subscriptions
- IT infrastructure & resources - \$94K including
 - \$7K - Network switching, server virtualization software and IT remote access support
 - \$37K - Firewalls & security
 - \$50K - end-user computer peripherals, replacement and parts
- Department software - \$542K
 - \$15K – Human Resources
 - \$38K – Finance
 - \$38K – Professional Conduct
 - \$128K – Communications and Stakeholder Relations
 - \$292K – PREP
 - \$31K – Registration
- IT consulting - \$130K including general IT and cybersecurity

- IT infrastructure development – \$1,628K
 - Implementation of Enterprise Management System (iMIS)
 - \$307K - iMIS software fees
 - \$951K - iMIS development, training and support
 - \$62K – Training
 - \$308K – Hypercare Support

PROFESSIONAL STANDARDS, RESEARCH, EDUCATION AND POLICY (PREP) BUDGET

PREP	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	3,367,023	2,285,547	2,716,784
Professional Development	52,216	11,024	27,950
PME course development	38,576	36,802	80,337
Member engagement	-	-	41,871
Specialization	20,246	105,644	82,700
Travel	26,725	12,922	-
PGD/PEP accreditation	-	1,645	1,600
Conference registration	13,190	-	-
Quality Management	177,584	50,113	288,640
Mentoring Program	551,640	108,044	54,720
Research	309,568	272,021	246,160
Total	\$ 4,556,768	\$ 2,883,762	\$ 3,540,762

- Salaries and benefits - \$3,367K
- PME course development - \$39K including
 - \$30K – competency-based assessment item writing
 - \$9K – Content validation and eLearning development
- Specialization program - \$20K including simulated participant costs, training, administrative and translation costs
- Quality Management - \$178K, development of QM frameworks, tools, assessment process and remediation program
- Mentoring program - \$552K. Mentor stipend \$40/hour
 - \$404K – RCIC (\$1K stipend/Mentor/Intake)
 - \$108K – RISIA (\$800 stipend/Mentor/Intake)
 - \$40K – RCIC remedial mentoring program
- Research - \$310K including
 - \$131K – Examination development
 - \$50K – Research Internship Program (2 PhD and 2 Master)
 - \$50K – Access to literature and publication cost
 - \$78K – Research Symposium (September 2023)

COMMUNICATIONS & STAKEHOLDER RELATIONS DEPARTMENT BUDGET

Communications & Stakeholder Relations	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	1,628,427	834,966	1,137,702
Professional Development	21,250	26,380	15,600
Technical media supplies	-	-	15,000
Advertisements & outreach	112,000	335,129	175,000
Fraud prevention & outreach	452,000	183,750	128,000
Tradeshows & sponsorships	88,000	78,851	93,100
Social media outreach	55,000	28,031	50,000
Media training	-	135	25,000
Printing	10,000	6,198	70,000
Translations	100,000	65,425	150,000
Promotional items and mailers	80,000	46,759	50,000
Travel	71,000	49,137	83,500
Conference registration	2,000	-	-
Branding	100,000	-	115,000
Total	\$ 2,719,677	\$ 1,654,761	\$ 2,107,902

- Salaries and benefits - \$1,628k
- Advertisements & outreach - \$112K including
 - \$50K – Canadian immigrant magazine
 - \$62K – additional publication for new regulations and news releases
- Fraud prevention & outreach – \$452K including
 - \$350K – Optimization impression delivery to drive traffic to public register and raise awareness on need to partner with licensed immigration consultants
 - \$102K – Engaged with potential supplier to identify fraudulent use of brand and logos on websites
- Tradeshows and Sponsorship - \$88K including exhibitor costs and sponsorship
- Social media & outreach - \$55K including media relations platform and online paid promotions and influencer partnerships
- Printing - \$10K including materials printed for conferences and Annual Report printing

- Translations – \$100K to meet translations needs from departments including course material, new policies, messaging to licensees, e-blasts, examination questions, letter, bulletin articles, etc.
- Branding - \$100K
 - Continue brand awareness building - Possible brand identity online campaign in Canada and in targeted countries
 - Brand applications – Digital Identity project and future modifications to brand applications

REGISTRATION BUDGET

Registration	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	1,902,795	1,856,537	1,834,840
Professional Development	26,700	8,264	23,560
RISIA EPE administration	11,579	8,509	8,680
RCIC EPE & administration	105,400	103,349	68,350
SP exam administration	59,283	65,133	29,311
Cert and ID support	7,794	14,151	5,604
Conference registration	7,040	-	-
Travel	12,449	14,580	9,893
Compensation fund	-	-	200,000
Total	\$ 2,133,040	\$ 2,070,523	\$ 2,180,238

- Salaries and benefits – \$1,903K
- RISIA EPE - \$12K, administration costs for exam portal and invigilation services
- RCIC EPE - \$105K, administration costs for exam portal and invigilation services
- Specialization exam - \$59K, administration costs for exam portal and invigilation services
- Certificates and ID supplies - \$8K, printing cost incurred until EMS is fully functional for licensees to get online certificates

GOVERNANCE BUDGET

Governance, Board and AGM	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Director fees	120,355	88,915	129,427
Board meetings & AGM	663,350	242,149	294,300
Board Travel	16,000	48,311	117,300
Board training & others	30,000	106,693	40,000
Total	\$ 829,705	\$ 486,068	\$ 581,027

- Director fees - \$120K including payroll taxes
 - board and committee meetings, travel time, monthly fees for Chair and Vice-Chair, strategic planning and training meetings, and meetings for licensee engagement and government bodies
- Board meetings & AGM – \$663K including travel, accommodation and facilities expenses of Board/Committee members as well as departmental staff:
 - 4 in-person Board meetings
 - 1 virtual Board meeting
 - In-person AGM
- Board Travel – \$16K including flight, accommodation and meals for government bodies and stakeholder engagement meetings
- Board training & others – \$30K
 - board governance and strategic planning training

FINANCE BUDGET

Finance	FY2024 Budget	FY2023 Forecast	FY2023 Budget
Salaries and benefits	766,218	712,756	725,542
Professional Development	16,620	7,106	12,950
Audit fees	70,000	59,278	60,000
Consulting services	5,000	680	10,000
Travel	2,000	500	2,000
Conference registration	2,000	-	-
Card Administration	592,000	598,960	530,000
Bad Debts	46,000	(6,486)	249,000
Bank Charges & other fees	25,600	25,578	23,600
Total	\$ 1,525,438	\$ 1,398,372	\$ 1,613,092

- Salaries and benefits - \$766K
- Audit fees - \$70K
 - Possible increase due to extra audit work on migration to iMIS.
- Credit Card administration – \$592K
 - Merchant fees increase due to higher volume of online payment transactions
- Bad debts - \$46K
 - Decrease in provision for bad debts due to higher rate of on time payments from licensees
- Bank changes - \$26K
 - Increase in bank service charges and payroll service fees due to higher volume of transactions

Consideration:

- As EMS goes live, the following platforms will be redundant eventually. Possibility of savings in operating expenses in future
 - Your Membership
 - Officio
 - In1Touch
 - Crowd Wisdom
 - GoalWizard
 - SurveyMonkey Apply
 - FreshBooks
 - Establishment of Compensation Fund as restricted asset. Amount to be determined once the Regulations are developed.
 - Funding sources of the Compensation Fund:
 - Fines portion of Cost and Fine Awards
 - Set aside an amount from existing reserves
 - Possible levy collected from licensees
 - Exhaustion of Transition to College and IT Infrastructure Development reserve funds
- Need to set aside \$1.5M or \$2M to replenish

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda Item 7 – Proposed GNC Workplan for 2023-2024**

Date: **June 8, 2023**

Summary:

The Board of Directors is requested to review and approve the attached Governance and Nominating Committee (GNC) Workplan.

Requested Action:

THAT:

the GNC Workplan, in substantially the form presented to the Board, be and is hereby approved with immediate effect.

Discussion/Analysis:

Background: The GNC Terms of Reference, approved by the Board of Directors on June 10, 2022, require the GNC to produce an annual workplan for presentation to the Board of Directors by the Committee Chair. (A copy of the GNC Terms of Reference is attached to this memorandum as **Attachment A.**)

A draft GNC Workplan, for review and discussion by GNC members, is attached to this memorandum as **Attachment B.** This draft workplan was prepared to allow the GNC to achieve the following ongoing/proposed objectives, as contemplated in the Terms of Reference:

Full adoption of the Policy Governance Model:

The Board of Directors of the Immigration Consultants of Canada Regulatory Council (Council) conducted a governance review with outside consultants in 2018 and determined that a “policy”, as opposed to “operational”, governance model would best position the Council for success as a statutory self-regulatory organization. This approach conforms to best practices for professional regulators and recognizes the need for the Council to “professionalize” its operations by engaging experienced leadership, developing and implementing modern by-laws and policies, and investing in staff and systems. Full adoption of a policy governance model was an objective in the Council’s 2018 – 2021 Strategic Plan and actively pursued. Completion requires, inter alia, GNC approval

of the College's proposed Policy Framework, and Board approval (upon the recommendation of the GNC) of those outstanding policies required to satisfy the framework. Once outstanding policies are approved, the draft Workplan contemplates that the GNC will perform periodic reviews of all governance and licensee-facing policies, as scheduled in individual policy documents or otherwise as needed.

Other GNC priorities, as noted in the Terms of Reference, are also included in the draft Workplan:

By-laws, governance policies and policies applicable to licensees:

Pre-continuance: The Council was governed by:

- the *Canada Not-for-profit Corporations Act* (CNCA),
- Council Articles of incorporation/continuance,
- Council By-laws,
- Council Regulations, and
- Council Board and operational policies.

Together, these documents provided a comprehensive rule-book governing operations and establishing the regulatory requirements applicable to licensees. Although the CNCA no longer applies, for the most part, the Council By-laws, Council Regulations and Council policies remain in effect during the current transitional period.

Post-continuance: The *College of Immigration and Citizenship Consultants Act* (College Act) establishes an alternate regime with the College's operations and regulatory requirements dictated by:

- the provisions of the College Act,
- *government* Regulations to be made under the College Act, and
- new College By-laws.

The College may also make policies to guide and illustrate how certain discretionary powers granted under the College Act, government Regulations and College By-laws will be exercised. The current status of each instrument is as follows:

College Act: The College Act was passed in June of 2019, and proclaimed in force in December of 2020. In March of 2023 we confirmed that certain necessary amendments would be put forward in the 2023 Federal Budget implementation legislation. We expect these amendments to be passed and effective as of June of 2023.

College Act Regulations: The first College Act Regulation is the Code of Professional Conduct (Code) approved in June of 2022. The remaining Regulations are expected to be developed and promulgated as a group on the following schedule:

Winter 2023 – drafting (by IRCC) of policy intent documents (College providing input)
Spring/Summer 2023 – drafting (by IRCC) of Cost-benefit Analysis and Gender-based analysis
Summer 2023 – Federal Department of Justice to begin drafting Regulations
Winter 2024 – Pre-publication of draft Regulations in *Canada Gazette* for public comment
Spring 2024 – Review of comments and updating, if necessary

Summer 2024 – Final approval and effective date of College Act Regulations

This process follows strict Treasury Board Secretariate (TBS) confidentiality rules. However, College staff have been permitted to provide detailed input in the following areas:

- College Governance Matters
- Compensation Fund
- Complaints and Discipline Procedures
- Exercise of Ministerial Powers
- Management of Personal Information
- Procedures for Administrative Seizure of Documents and Property (investigations)
- Powers of the Registrar

The GNC will actively spearhead the College's response(s) to the public comment process commencing in Fall 2023/Winter 2024. In the interim, College staff, to the extent permitted by TBS rules, will seek GNC guidance as needed on individual issues under discussion with IRCC.

College By-laws: The transitional provisions of the College Act provide that the Council By-laws, and Council Regulations remain in effect post-continuance until the Board of Directors enacts new College By-laws. While this appears straightforward, federal government legislative conventions require that:

- Subject matter prescribed to be in Regulations *cannot* be included in By-laws, unless specifically delegated to a by-law
- Certain College By-laws will require additional government approval(s) in accordance with the *Statutory Instruments Act* (Canada)
- Under the wording of the College Act, enacting of any new College By-law by the Board will void the transitional Council By-laws and Regulations in their entirety.

Effectively, the College must continue to exist under the current Council By-laws and Council Regulations until the government Regulations are sufficiently developed to permit complimentary By-laws to be drafted, and both are finalized and approved. The effective date of the College By-laws, including any additional government approvals, must therefore be coordinated with the effective date of the government Regulations to provide for full regulatory coverage throughout the transitional period.

Status: Staff and the Council's GNC amended the Council By-laws and Council Regulations to accommodate proposed changes in Council procedures expected to occur during the transitional period (i.e. before the government Regulations were in force) and to conform the By-laws and Council Regulations to the College Act. Notwithstanding these efforts, the current inability of the College Board to amend the Council By-laws and Council Regulations until the College Act Regulations are in place, limits the College's ability to respond flexibly to arising regulatory issues.

Review and recommend amendments to the governance structure of the Board and the College including:

Governance policies in respect of the Board, and Terms of Reference of any committees of the Board, Tribunal Committees, other committees of the College or working groups: While generally be within the Board’s competence to address through by-laws, the College Act reserves some areas of Board and Committee management to be addressed in the College Act Regulations. These include, inter alia, the powers, duties, functions and membership of College Committees and the Board’s ability to establish other College Committees.

Position descriptions for Directors and the Officers of the Board: These have been developed and approved by the Council. These will be presented for GNC review in due course.

The amount and nature of remuneration and any other payments to Directors and Officers of the Board: A review of Director compensation was completed in late 2019 and the results were articulated in the current Board and Committee Member Compensation Policy. It is open to the GNC to review this work and provide further recommendations to the Board.

Orientation for new Directors: It is anticipated that the transitional Board of Directors will remain in office until the College Act Regulations have been finalized (Summer 2024). Accordingly, this important work has been scheduled on the draft Workplan to begin in November 2023.

Succession planning for the Directors and Officers of the Board: As the transitional Board is expected to remain in office for the time being, this responsibility has been scheduled to coincide with the expected end of the transitional period.

The essential and desirable experience, skills and other characteristics of potential candidates for election to the Board and appointment to committees and working groups and as Officers of the Board, including annually in connection with the election of Directors and appointment of committees, and as needed in connection with the filling of occasional vacancies, taking into consideration the Board’s short-term needs and long-term succession plans: as above.

Propose individuals to be appointed by as members of committees (including the Tribunal Committees) and working groups, Directors and Officers of the Board: As above.

The annual assessment and evaluation of the performance of the Board, the Board Chair and Directors, and the committees of the Board: Development of a Board and committee evaluation process and tools has been scheduled in the draft Workplan to begin immediately.

Attachment(s):

GNC Terms of Reference

Draft GNC Workplan for 2023 – 2024

GOVERNANCE AND NOMINATING COMMITTEE

Terms of Reference

Version: 2022-001 Last Modified: May 18, 2022 Approved: June 10, 2022

Purpose

To oversee the development, implementation and management of the College's governance processes including, without limitation, the nomination and election of Directors and the appointment of committee and working group members, and to make recommendations to the Board of Directors on these matters.

Duties and Responsibilities

The Committee shall fulfill its responsibilities within the context of the following principles:

Committee members will act in accordance with applicable Board policies.

Committee members are expected to communicate among themselves in a direct, open and professional manner.

Committee decisions will be made in accordance with the following principles of good governance:

- Openness in decision-making and actions;
- Integrity based on honesty and objectivity; and
- Accountability for stewardship and performance.

The Committee shall develop an annual Work Plan responsive to its responsibilities as set out in these Terms of Reference. It will be presented to the Board by the Committee Chair.

To fulfill its responsibilities and duties, the Committee shall:

- a) Review and recommend amendments to the By-laws, governance policies and policies applicable to licensees;
- b) Review and recommend amendments to the governance structure of the Board and the College including:
 - a. governance policies in respect of the Board;
 - b. Terms of Reference of any committees of the Board, Tribunal Committees, other committees of the College or working groups;
 - c. position descriptions for Directors and the Officers of the Board;
 - d. the amount and nature of remuneration and any other payments to Directors and Officers of the Board;
 - e. orientation for new Directors;
 - f. succession planning for the Directors and Officers of the Board;
 - g. the essential and desirable experience, skills and other characteristics of potential candidates for election to the Board and appointment to committees and working groups and as Officers of the Board, including annually in connection with the election of Directors and appointment of committees, and as needed in connection with the filling of occasional vacancies, taking into consideration the Board's short-term needs and long-term succession plans;
 - h. Propose individuals to be appointed by as members of committees (including the Tribunal Committees) and working groups, Directors and Officers of the Board; and
 - i. the annual assessment and evaluation of the performance of the Board, the Board Chair and Directors, and the committees of the Board;

Authority and Reporting

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

The Committee shall report its recommendations to the Board of Directors through written reports.

Competencies of Committee Members

- Knowledge of College structure, policies and culture (including its mission, vision, values, strategic plan, governance structure, role of staff and committees, programs and services)
- Board-level governance experience
- Familiarity with legislative drafting techniques
- Familiarity with immigration consulting business practices

Competencies of Committee Chair

- An understanding of corporate governance, typically acquired in a senior management role or as a corporate director; experience supported by recognized training in this area.
- Previous experience as a Director of a public-interest entity or a medium or large non-profit organization.

Composition

The Committee shall consist of a minimum of three (3) and a maximum of five (5) members.

The Committee Chair, Committee Vice-Chair, and Committee members shall be nominated by the Governance and Nominating Committee and approved by the Board. The Chair, Vice-Chair and voting members shall be members of the Board. The Committee can appoint ad hoc non-voting members to the Committee, as required, to assist in fulfilling its purpose. The Committee may, from time to time, invite guests to attend meetings.

The Board Chair is entitled to attend and speak at all meetings but shall not be entitled to vote, unless appointed as a member of the Committee.

The President & Chief Executive Officer (CEO) is entitled to attend and speak at every meeting of the Committee but shall not be entitled to vote.

The CEO shall delegate a recording secretary who shall take minutes and assist in coordinating meetings and materials for the Committee and Sub-Committees if any.

In the absence of the Committee Chair at any meeting or process of the Committee, the Vice-Chair shall assume the duties of the Chair. Any member of the Committee or Sub-Committee can be designated by the Chair or the Vice-Chair as the Chair of any meeting.

Meeting arrangements

Meeting Agendas:

The recording secretary will develop meeting agendas and supporting materials in consultation with the Committee Chair, other Board committees and management.

Meeting Materials:

The recording secretary will ensure that all meeting materials are posted and distributed to Committee members five (5) business days in advance of meeting dates. However, special consideration may be given to urgent matters.

The minutes of each meeting of the Committee shall be provided to each Committee member within five (5) business days from the meeting date.

Frequency, Calling of Committee Meetings and Quorum:

The Committee shall meet as required by its annual Work Plan. Meetings shall be held at the call of the Committee Chair or at the request of the CEO or two (2) members of the Committee.

Quorum shall be a majority of the voting members of the Committee. Each voting member will be entitled to one (1) vote and the Committee Chair will not have a second or casting vote in the case of an equality of votes. A tied vote is a failed vote.

In Camera Meetings:

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

Review

The Committee shall annually review these Terms of Reference, its Workplan and assess its own effectiveness in terms of ability to fulfil its purpose.

Effective Date

These Terms of Reference were approved by the Board of Directors on **June 10, 2022**, and are effective as of **June 10, 2022**.



Ben Rempel
Chair – Governance and
Nominating Committee



Stan Belevici
Chair – Board of Directors



Note:
S = Standing Item
P = Project Based

GOVERNANCE AND NOMINATING COMMITTEE WORKPLAN 2023 - 2024

Activity		S/P	Date of Last Review	Mtg 2 May 25/23	Mtg 3 Aug 16/23	Mtg 4 Nov 1/23	Mtg 1 Jan 2024	Mtg 2 Apr X/24	Mtgs 2024
A. Act, By-laws, Regulations									
1	Review College Act Amendments	P	May 24, 2023	✓	✓				
2	Review Proposed College Act Regulations Policy Intent Issues	P		✓	✓	✓			
3	Review/Survey Licensees re: Pre-published Regulations (when available)	P			✓	✓			
4	Prepare College Regulation Comments for Board Approval	P					✓		
5	Review/Approve College By-law Framework	P			✓				
6	Review Draft College By-laws	P					✓		✓
7	Review/Recommend Draft College By-laws to Board for approval.	P						✓	✓
8	Review/Recommend By-law amendments as needed	S				✓	✓	✓	✓
B. Policy Governance Project									
1	Review/Approve Policy Framework	P		✓					
2	Review/Recommend Policy Development Policy	P			✓				
3	Review/Recommend Board Polices:	P			✓	✓			
	• Directors Code of Conduct	P			✓	✓			
	• Interim Board Conflict of Interest Policy (Regulation)	P			✓	✓			
	• Confidentiality Policy	P			✓	✓			
	• Privacy and use of Personal Information (Regulation)	P			✓	✓			
	• Board In Camera Proceedings Policy	P			✓	✓			
	• Directors Whistleblower Policy	P			✓	✓			
	• Regulatory Approach Policy	P			✓	✓			
• Diversity, Equity and Inclusion Policy	P			✓	✓				
	Executive Expectations of the Chief Executive Officer Policy (New)	P			✓	✓			
4	Review College Governance Policies as specified/needed	S		✓	✓	✓	✓		✓
5	Approval of Annual Report (submission within 90 [120] days of year end)	S			✓				✓
C. Licensee Facing Policies									
1	Notice of Annual Meeting Date/Location (Completed Date: Nov 30, 2023 Location Ottawa)	S	December 1, 2022		✓				
2	Review of Licensee Insurance report	S				✓			
3	Review Mentoring Program Pilot results and update Policies if needed	P	September 29, 2022	✓					
4	Review College Licensee Policies as specified/needed	S	Various	✓	✓	✓	✓		✓

Activity		S/P	Date of Last Review	Mtg 2 May 25/23	Mtg 3 Aug 16/23	Mtg 4 Nov 1/23	Mtg 1 Jan 2024	Mtg 2 Apr X/24	Mtgs 2024
D. Ongoing Governance: Committees									
1	Establish/Review College Committee Requirements [subject to Regulations]	P	June 20, 2022				✓		
2	Review Finance and Audit Committee Terms of Reference [subject to Regulations]	S	June 10, 2022				✓		
3	Review Governance and Nominating Terms of Reference [subject to Regulations]	S	June 10, 2022				✓		
4	Review Tribunal Committee Terms of Reference [subject to Regulations]	S					✓		
5	Conduct Non-Board Committee Evaluations					✓			
6	Annual Review of Non-Board Committee Membership								
E. Ongoing Governance: Board of Directors									
1	Review Board and Committee Member Compensation Policy	S	November 22, 2022			✓			
2	Review Board Expense Policy	S	March 22, 2022			✓			
3	Position Description and Responsibilities of Individual Directors	S							
4	Role of Chair Position Description	S							
F. Board Election/Appointment Process [Subject to Regulations]									
1	Review Board Skills Matrix	S							✓
2	Propose Slate of Directors (Staggered terms)[beginning November 2024]	S							✓
3	Propose Slate of Officers								✓
4	Review Board Orientation Materials	S	March 21, 2022						✓
5	Schedule Board Orientation Session for new Directors (as needed)	S							✓
6	Directors Handbook	P					✓	✓	
7	Survey Directors for Education Priorities	S				✓			
8	Recommend Board Education Calendar for coming year	S					✓		
G. Evaluate Board and Committee Performance									
1	Review/Update Board Performance Evaluation Forms	S			✓				
2	Conduct Board Chair Evaluations	S				✓			
3	Conduct Directors Evaluations	S				✓			
4	Conduct Board Committee Evaluations	S				✓			
5	[Conduct President & CEO Evaluation, if assigned to GNC]	S			✓				

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel, Chair, Governance and Nominating Committee**
Re: **Agenda Item 8: Changes to Licensee Mentoring Program**
Date: **June 8, 2023**

Summary:

The Governance and Nominating Committee recommends that the Board of Directors review and approve the attached New-Licensee Mentoring Program Policy.

Requested Action: THAT:

- (1) the New-Licensee Mentoring Program Policy, in substantially the form attached hereto as Appendix A, be and is hereby approved;
- (2) the Supervised Practice Program Policy be and is hereby repealed; and
- (3) the Supervised Practice Assessment and Grading Policy be and is hereby repealed;

all with immediate effect.

Discussion/Analysis:

Authority: By-law 2021-1, section 3.1 - Board Authority - allows the Board to "make Regulations and policies with regard to any matter not inconsistent with provincial and federal legislation or the By-laws of the Council, and in particular may make Regulations and policies pursuant to or in furtherance of the purpose of the Council".

Background Considerations: The New-Licensee Mentoring Program Policy has been modified to add clarity to the (1) Expectations to Meeting the Mentoring Program Requirements, (2) Program Registration, (3) Program Expectations, (4) Mentor Expectations, (5) Failure to Comply with Mentor Expectations, (6) Valid Reasons for Mentor Withdrawal, (7) Mentor Participation Requirements, (8) Reporting of Licensee Conduct, (9) Program and Administrative Fees for the New-Licensee Mentoring Program, and (10) Penalties for Breach of Policy.

The formerly titled Supervised Practice Program Policy was approved by the Board of Directors on September 29, 2022. Modifications to this policy are based on Continuous Quality Improvement

(CQI) findings from the first intake of the Mentoring Program which ran from November 30 to May 30, 2023.

The Supervised Practice Assessment and Grading Policy was originally approved by the Board of Directors on September 29, 2022. The repeal of this policy is being requested based on the broader application of current policies, specifically the Assessment and Grading Policy, Academic Integrity Policy and Licensee Conduct Policy, which were recently approved by the Board in March of 2023. Now that these policies have been expanded to more broadly include all College educational programming, the Supervised Practice Assessment and Grading Policy has become redundant.

Proposed New-Licensee Mentoring Program (Supervised Practice Stream) Policy: The draft New-Licensee Mentoring Program (Supervised Practice Stream) Policy is attached to this memorandum as Appendix A. These policy revisions provide much needed clarity as to the expectations for the Program, including program registration requirements, the application of program and administrative fees, penalties for breaching the policy and general wording updates.

New Sections added to this policy include:

- **Section 1** Expectations to Meeting the Mentoring Program Requirements – this section adds greater clarity on the expectation of licensees with active, leave of absence, or suspended license status to complete the program;
- **Section 4** Mentor Expectations – this section includes 2 bullets from the previous General section of the policy (4.1 and 4.2) and has been expanded to include 4.3, 4.4, 4.5 and 4.6 to more clearly outline the requirement of Mentors who participate in the Program. Of note is subsection 4.5 which outlines the proposed Mentor stipend for the Mentoring Program. Section 4.6 was moved into this policy from the Supervised Practice Assessment and Grading Policy;
- **Section 5** Failure to Comply with Mentor Expectations – this section outlines the penalties for Mentors who do not comply with Section 4. Of note is that Mentors who withdrawal from the Mentoring Program once a Mentoring Group has been assigned are not eligible for the Mentor stipend. Other penalties, such as termination of Mentor’s participation in the Mentoring Program or revocation of a Mentor’s eligibility to register in future Mentoring Program streams may be applied should the Mentor not provide a valid reason for withdrawal;
- **Section 6** Valid Reason for Mentor Withdrawal – this section has been added to outline valid reasons for why a Mentor may not be able to stay with the Program after a Mentoring Group has been assigned. Specifically, in cases of medical emergency, birth, death or other emergencies have been outlined which would prevent a Mentor from incurring the Penalties of termination of participation in the Mentoring Program or revocation of eligibility to register in future Mentoring Program streams. Definition of “immediate family members” has also been included. Note that a Mentor who withdrawals from the

Mentoring Program with or without a valid reason is not eligible to claim a Mentor stipend;

- **Section 8** Reporting of Licensee Conduct – this section has been added and will replace references to a licensee’s “Obligation to Report”. This section also outlines the penalties for licensee’s who fail to report.

Additional substantive modifications to the policy include:

- **Section 2** Program Registration – this section has been modified to more clearly organize a licensee’s requirements to complete the registration process in the Program. This section is now linked to the Program and Administrative Fees for the New-Licensee Mentoring Program section of the policy;
- **Section 3** Program Expectations – this section has been renamed from the previous heading “General” and contains two of the original points now labelled 3.2 and 3.3. This section had been expanded to include multiple items from the Supervised Practice Assessment and Grading Policy, including 3.1, 3.4 and 3.5;
- **Section 9** Program and Administrative Fees for the New-Licensee Mentoring Program – the application of Administrative Fees has been expanded from applying only to licensee’s who did not complete their profiles in the platform to those who did not comply with any Program Registration requirement outlined in section 2. This reflects a more equitable application of the Administrative Fee from the previous version of the Policy;
- **Section 10** Penalties for Breach of Policy – this section has been edited to add clarity to licensees. Items 10.1, 10.2 and 10.3 were previously contained in the Supervised Practice Assessment and Grading Policy and were reorganized here. Item 10.4 was expanded to include the penalty of revocation of a licensee’s license;
- General wording and template updates – removal of reference to “MentorCity” as the platform and replacing it with “Learning Environment”; Reference to “Mentors” and “Mentees” modified to “licensees” unless specific to the Mentor role; “Obligation to Report” modified to “Reporting of Licensee Conduct” for better consistency with phrasing used in the Code; template updated to the most recent College standard;
- Update to Guiding Document(s) – The By-law 2021-2 section 1.1(ii), Code of Professional Conduct section 4(2), Academic Integrity Policy, Assessment and Grading Policy and Licensee Conduct Policy were all added.

Proposed repeal of the Supervised Practice Assessment and Grading Policy: The current version of the Supervised Practice Assessment and Grading Policy has been attached to this memorandum as Appendix B. Multiple sections of this policy are contained in other policies published by the College which, with the most recent Board approved edits, now apply to the New-Licensee Mentoring Program. Some items are more appropriately contained with the Course or Program Outline as aligned with current educational programming practices. Lastly, items in this policy that were not referenced in other policies published by the College or in the Program Outline were moved into the proposed New-Licensee Mentoring Program (Supervised Practice Stream) Policy:

- **Section 1** Program Expectations – 1.1 (first 2 sub-bullets) can be found in Section 10 of the Assessment and Grading Policy; the third sub-bullet can be found in Section 8 of the Assessment and Grading Policy. Section 1.2 and 1.3 have been moved into the proposed New-Licensee Mentoring Program Policy (Supervised Practice Stream) Policy in Section 3 Program Expectations;
- **Section 2** Mentee Completion of Case-Based Assessments – Sections 2.1, 2.2, 2.3, 2.4 and 2.5 are all Program Outline level items and covered in detail in that document in alignment with other College Educational Programs; section 2.6 and 2.7 were moved into the proposed New-Licensee Mentoring Program (Supervised Practice Stream) Policy in Section 10 Penalties for Breach of Policy;
- **Section 3** Mentor Evaluation of Case-Based Assessments – Sections 3.1, 3.2 and 3.3 are all Program Outline level items and covered in detail in that document in alignment with other College Educational Programs; section 3.4 was moved into the proposed New-Licensee Mentoring Program (Supervised Practice Stream) Policy in Section 4 Mentor Expectations; the sub-bullets of section 3.4 were moved to Section 5 Failure to Comply with Mentor Expectations in the proposed policy;
- **Section 4** Challenge of Attestation Results – this item can be found in the Assessment and Grading Policy section 11;
- **Section 5** Academic Integrity – 5.1 and 5.2 can found in the Academic Integrity Policy section 2 Violations Prohibited Under this Policy and section 4 Remedies and Penalties; item 5.3 has been moved to into the proposed New-Licensee Mentoring Program Policy (Supervised Practice Stream) Policy in Section 10(3) Penalties for Breach of Policy.

Reasons for Proposed Recommendation(s): The New-Licensee Mentoring Program Policy provides much needed clarity as to the expectations for the Program, including program registration requirements, mentor expectations, failure to comply with mentor expectations, the introduction of mentor stipends, penalties for breaching the policy and general wording updates in addition to more equitable application for administration fees. The repeal of the Supervised Practice Assessment and Grading Policy eliminates redundancy in policies applicable to the program.

Attachment:

New-Licensee Mentoring Program Policy

New-Licensee Mentoring Program Policy

Version: 2023-002

Approved by the Board of Directors June 08, 2023 (pending)

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

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<p>GUIDING DOCUMENT(S): By-law 2021-2, sections 1.1(oo)(ii), 10.3, 10.4, 10.6, 20 Code of Professional Conduct, section 4(2) 42 (1) Academic Integrity Policy Assessment and Grading Policy Licensee Conduct Policy</p>	<p>DOCUMENT TYPE: Public Interest External</p>
<p>ADMINISTRATOR(S): Professional Standards, Research, Education and Policy</p>	<p>DOCUMENT NUMBER: PREP/EDU/POL/001/002</p>
<p>EFFECTIVE DATE: June 8, 2023</p>	<p>REVISION DATE: June 8, 2025</p>

PURPOSE

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

- Expectations to Meeting the Mentoring Program Requirements;
- Program Registration;
- Program Expectations;
- Mentor Expectations;
- Failure to Comply with Mentor Expectations;
- Valid Reasons for Mentor Withdrawal;
- Mentor Participation Requirements;
- Reporting of Licensee Conduct;
- Program and Administrative Fees for the New-Licensee Mentoring Program; and
- Penalties for Breach of Policy.

RATIONALE

By-law 2021-2, sections 10.3 (b), 10.4 (b) and 10.6 (b), requires 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 of Directors 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 and citizenship advice and services with professional competence [Programme de mentorat pour les nouveaux titulaires de permis]

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, ss. 10.3, 10.4, 10.6) within 12 months of being licensed. Failure to complete the New-Licensee Mentoring Program within 12 months of becoming licensed may result in suspension of L1 or L4 Licensee's licence (By-law, s. 10.7 (d)).

This policy applies to graduates of:

- Immigration Practitioner Programs who receive their Letter of Authority as Class L1 Licensees and, as per section 10.3 of the By-law, are mandated to complete the NewLicensee Mentoring Program within 12 months of licensing in order to become eligible for admission to Class L2 – RCIC – Restricted Practice;
- the Graduate Diploma Program (Queen's University Graduate Diploma in Immigration and Citizenship Law or the D.E.S.S. en réglementation canadienne et québécoise de l'immigration offered by the Université de Montréal) who receive their Letter of Authority as Class L3 licensees and, as per section 10.4 of the By-law, are mandated to complete the New-Licensee Mentoring Program within 12 months of licensing in order to maintain their Class L3 licence; and
- the International Students and Immigration Education Program (ISIEP) who receive their Letter of Authority as Class L4 Licensees and, as per section 10.5 of the By-Law, are mandated to complete the New-Licensee Mentoring Program within 12 months of licensing in order to become eligible for admission to Class L5 – RISIA – Unrestricted Practice.

DEFINITIONS

In this Policy, capitalized terms, unless otherwise defined herein, have the same meaning as they do in the By-law.

Assessment –means to any form of licensee activity in a Course or Program where a grade is to be granted. [évaluation]

Conduct – means manner in which a licensee behaves.

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 longer than the time specified in the By-laws, is current and in full compliance with the requirements of section 1.1(00) (NewLicensee Mentoring Program), section 36 (Learning and Development) and section 41 (Professional Liability Insurance), and whose licence with the College is not under suspension for any cause whatsoever. [en règle]

Learning Environment – means any shared forum whether digital or physical (e.g. virtual discussion boards, physical classrooms, etc.) where licensees exchange communications and perform activities to complete course or program requirements.

Mentor – means a licensee who is in good standing with the College and 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]

Mentee – means a licensee who has received their Letter of Authority as of July 1, 2022 and is registered in the New-Licensee Mentoring Program. [mentoré]

Reporting of Licensee Conduct – a licensee’s or Mentor candidate’s moral, ethical and professional duty to report to the College any instance(s) of a fellow licensee’s or Candidate’s violation of the Code of Professional Conduct or any other applicable regulation or policy. [obligation de signaler]

Program – A course of study, typically comprised of multiple courses. [programme]

Program Fees – means the cost of taking a College Education Program, plus all applicable taxes. [frais rattachés au programme]

Licensee Mentoring Program – means one of the programs of the mandatory New-Licensee Mentoring Program. [volet de la pratique supervisée]

POLICY REQUIREMENTS

1. EXPECTATIONS TO MEETING THE MENTORING PROGRAM REQUIREMENTS

1.1 Active Licensee

- (a) Every licensee who received their Letter of Authority on or after July 1, 2022 must complete the New-Licensee Mentoring Program within 1 year of obtaining their licence.

1.2 Licensee on Leave

- (a) A licensee on leave, duly approved by the Registrar, is not required to complete the New-Licensee Mentoring Program for the duration of the leave. Upon the licensee returning to active status, the New-Licensee Mentoring Program must be completed at the next available intake.

1.3 Suspended Licensee

- (a) A suspended licensee who received their Letter of Authority on or after July 1, 2022 must complete the New-Licensee Mentoring Program within 1 year of obtaining their licence. As per section 20 of the By-Law suspended licensees who do not meet the Mentoring Program Requirements within the specific timeframe are subject to revocation of their licence.

2. PROGRAM REGISTRATION

- 2.1 A licensee must:
- (a) Complete the online application for the New-Licensee Mentoring Program by the registration deadline.
 - (b) Provide a valid Letter of Authority in their online application.
 - (c) Complete a valid Mentee Agreement.
 - (d) Pay all applicable Program Fees by the payment deadline.
 - (e) Complete all requirements outlined by the College to enable Mentor-Mentee matching by the deadline.

3. PROGRAM EXPECTATIONS

- 3.1 Licensees are prohibited from engaging in co-counselling with any other licensee participating in the New-Licensee Mentoring Program.
- 3.2 Licensees are prohibited from soliciting or sell services or products. Such activities constitute a conflict of interest as per the Code of Professional Conduct.
- 3.3 Licensees acknowledge that the Mentoring Program materials and all the items associated with the Program are the sole property of the College. All Program materials are protected by copyright.
- 3.4 Licensee acknowledge that discussion forums or communication features available in the Learning Environment are provided for the purposes of learning only.
- 3.5 Licensees must ensure their online behaviour in the Learning Environment 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 program requirements, assessments or applicable policies and procedures;
 - posting aggressive or disruptive comments; or engaging in any behaviour that in the opinion of Mentoring Program administrators could negatively affect the learning environment or intimidate or disturb other licensees.

4. MENTOR EXPECTATIONS

- 4.1 The Mentor assumes all responsibility for the quality and accuracy of guidance, advice and training provided to the licensees in their Mentoring Group. A Mentor whose personal conduct is unbecoming, negligent or breaches their duty is solely responsible for their behaviour;
- 4.2 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.

- 4.3 Mentors must complete the mandatory onboarding sessions required by the College.
- 4.4 Mentors must complete the entire intake in which they have been assigned a Mentoring Group.

5. MENTOR STIPEND

- 5.1 Mentors are eligible to receive a stipend from the College.
 - (a) Stipends are paid per intake of the Mentoring Program;
 - (b) Stipends are paid following the end date of the intake;
 - (c) Stipends are paid only for Mentors who comply with all Mentor Expectations outlined in section 4
- 5.1 All formative and summative assessments must be completed in the Learning Environment by the required deadline.

6. FAILURE TO COMPLY WITH MENTOR EXPECTATIONS

- 6.1 Failure of a Mentor to complete the entire intake of the Mentoring Program without a valid reason for withdrawal (as per section 6) will result in ineligibility to receive a Mentor stipend and may result in:
 - (a) termination of the Mentor's participation in the New-Licensee Mentoring Program; or
 - (b) revocation of a Mentor's eligibility to register in future Mentoring Program streams.
- 6.2 Failure to comply with Mentor Expectations outlines in section 4, may result in:
 - (a) termination of the Mentor's participation in the New-Licensee Mentoring Program;
 - (b) revocation of a Mentor's eligibility to register in future Mentoring Program streams; or
 - (c) any other action deemed appropriate by the College.

7. VALID REASON FOR MENTOR WITHDRAWAL

- 7.1 A Mentor may have a valid reason to withdraw from the Monitoring Program after they have been assigned a Mentoring Group if they experience the following emergency or unexpected event:
 - (a) Medical Emergencies: The medical reason must affect the Mentor, their child, or spouse. The medical reason must be serious such as a hospital visit or urgent care visit. A doctor's note and/or medical bill should be submitted. The medical note should be descriptive (date and time of visit) but no personal health information or diagnosis is required.

- (b) Birth: If the Mentor or their spouse goes into labour on the date of the scheduled session.
- (c) Death: If one of the Mentor's immediate family members dies close to the time of the scheduled session.
- (d) Other Emergencies: An emergency is something that is out of the Mentor's control including extreme weather conditions, power outages, accidents, computer hardware failure, etc. Valid documentation for natural disasters, power outages, or accidents may include an official letter from the power provider, an official weather report for the individual's area, or a police report.

7.2 An immediate family member includes the Mentor's:

- (i) husband, wife or partner;
- (ii) child or dependent;
- (iii) parent or guardian;
- (iv) sibling; or
- (v) grandparent.

8. MENTOR PARTICIPATION REQUIREMENTS

8.1 To be eligible to apply to become Mentors in the New-Licensee Mentoring Program licensees must meet the following criteria:

- have practice expertise as RCICs for at least the last 3-5 years;
- be In Good Standing with the College;
- hold a current RCIC licence;
- have significant experience in at least 2 of the following areas of practice:
 - temporary resident visas ○ IRB applications
 - family classes ○ economic classes ○ Quebec-specific classes
 - other classes (e.g., applications based on Humanitarian and Compassionate Grounds);
- be available for a stipulated number of hours per month, for up to a 12 month period;
- be available to complete onboarding sessions; and
- have strong written communication and documentation skills.

9. REPORTING OF LICENSEE CONDUCT

- 9.1 Licensee's must meet all professional behaviour standards as set out in the [Code of Professional Conduct for College of Immigration and Citizenship Consultants Licensees](#) (Code).
- 9.2 If a licensee has knowledge of, or suspects that a fellow licensee, has or is violating, or attempting to violate by engaging in any of the conduct outlined in the Code or any applicable regulations and policies, the licensee has a professional and ethical duty to report the licensee's conduct to the College immediately.
- 9.3 A licensee who fails to report a fellow licensee's violation of the Code or any applicable regulations or policies is subject to expulsion from the education Program.

10. PROGRAM AND ADMINISTRATIVE FEES FOR THE NEWLICENSEE MENTORING PROGRAM

- 10.1 Following submission of a completed application and immediately following the invoice being issued, each licensee is required to pay the non-refundable Program Fees to register in the New-Licensee Mentoring Program;
- 10.2 If the licensee is unsuccessful in completing the New-Licensee Mentoring Program, they must pay 80% of the Program Fees to re-register in the next available intake;
- 10.3 A licensee who is required to take the Mentoring Program but fails to complete any Registration Requirements set out in Section 2 must pay an additional administrative fee of \$150 and will be required to re-register in the next available intake.

11. PENALTIES FOR BREACH OF POLICY

- 11.1 Licensees have a maximum of 2 attempts to complete the New-Licensee Mentoring Program within 12 months of receiving their licence.
- 11.2 It will be considered 1 of the licensee's 2 attempts to complete the New-Licensee Mentoring Program if the licensee:
 - (a) Fails to complete any Registration Requirements set out in Section 2;
 - (b) Receives a grade of Fail for the Program; or
 - (c) Has been removed from the Program for any violation of the Code, applicable regulations or policies.
- 11.3 A Licensee who has been removed from the New-Licensee Mentoring Program or has had their assessment results invalidated due to violations of the Code or any applicable regulations or policies is subject to disciplinary measures by the College.
- 11.4 A licensee who fails to complete the New-Licensee Mentoring Program within 12 months of receiving their licence will have their name forwarded to the Registrar to have their licence suspended. Failure to complete the New-Licensee Mentoring Program during the period of suspension will result in the licensee's licence being revoked.

RESOURCES

Academic Integrity Policy

Assessment and Grading Policy

Licensee Conduct Policy

APPROVAL AND REVIEW

	Details If relevant, add notes to alert readers about the modifications to the document (e.g., updated wording from Council to College)	Approval Authority	Date
Original Approval	N/A	Board of Directors	2022/09/29
Revision	Updated wording and definitions; new sections added (1, 5 and 6); additional information added in sections 2, 3, 9 and 10.	Board of Directors (pending)	2023/06/08

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda item 9 –Corporate Credit Card Use**

Date: **June 8, 2023**

Summary:

The Finance and Audit Committee (FAC) recommends that the updated Corporate Credit Card Use Policy be approved by the Board of Directors.

Requested Action:

THAT:

the amended Corporate Credit Card Use Policy, in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

The current Corporate Credit Card Use Policy was approved by the Board in June 2021. The following changes are required to meet the increased volume of corporate credit card transactions of the College. Changes have been made as follows.

- Increase the maximum credit card limit of individual authorized cardholders from \$30,000 to \$40,000.
- Increase the cumulative College corporate credit card program limit from \$100,000 to \$200,000.

Currently, corporate credit cards are managed through RBC which holds a College GIC as collateral for the collective program limit. These proposed amendments were reviewed and approved by the FAC on May 31, 2023.

Attachments:

Black Lined - Amended Corporate Credit Card Use Policy
Amended Corporate Credit Card Use Policy

CORPORATE CREDIT CARD USE POLICY

Black Lined Version

Version: June 18, 2021
Approved by Board of Directors

GUIDING DOCUMENT(S):

By-law 2021-2
Expense Policy
Corporate Credit Card User Agreement

DOCUMENT TYPE:

Internal
Operational

ADMINISTRATOR(S):

Finance

DOCUMENT NUMBER:

FIN/CEO/POL/005/01

EFFECTIVE DATE:

June 18, 2021

REVISION DATE:

June 8, 2023

PURPOSE

This policy governs the issue and use of corporate credit cards by the President & Chief Executive Officer (CEO) and College employees.

APPLICATION AND SCOPE

This policy applies to the President & Chief Executive Officer, and all officers and employees of the College.

DEFINITIONS

Authorized Cardholder: means an eligible employee who has been authorized to use, and has been issued, a corporate credit card pursuant to this policy.

Chair: means Chair of the Board of Directors of the College.

Corporate Credit Card: means a credit card issued to an eligible employee, pursuant to an agreement between the College and a financial institution, where the College is responsible for payment of any amounts charged to the Corporate Credit Card.

Eligible Employee: means the CEO, COO, a member of the senior management team of the College (SMT) and any other employee of the College designated by the CEO or COO.

Finance and Audit Committee: means the Finance and Audit Committee of the Board of Directors created pursuant to By-law s. 56.1 (a)

User Agreement: means the Corporate Credit Card User Agreement attached to this policy as Appendix A.

1. GENERAL POLICY REQUIREMENTS

- 1.1 No person shall obtain or use a corporate credit card unless authorized to do so in accordance with this policy.

2. REQUEST AND ISSUE

- 2.1 Eligible Employees issued a corporate credit card must sign a User Agreement at the time of issue. (included in Appendix A)
- 2.2 The CEO or COO will review the signed User Agreement and will consider authorizing the eligible employee to become an authorized cardholder. The User Agreement will be approved as follows:
 - Board Chair where eligible employee is the CEO
 - CEO where the eligible employee is the COO

3. RESPONSIBILITIES OF THE AUTHORIZED CARDHOLDER

- 3.1 Corporate credit cards are to be used only for approved business- related expenses incurred in compliance with any/all applicable College policies.
- 3.2 Authorized cardholders are expected to exercise the following duty of care:
 - A) Take reasonable precautions to safeguard the corporate credit card and prevent unauthorized access;
 - B) Promptly report stolen or lost corporate credit cards to the credit card provider and the Finance Department and assist in limiting the College's liability for unauthorized use;
 - C) Retain, organize, reconcile the monthly statement, and submit receipts for corporate credit card purchases within four (4) weeks of the monthly statement end date, in accordance with applicable College expense policies; and
 - D) In the case of lost receipts, provide a signed Statutory Declaration stating the date and amount of the transaction, the payee, and the business purpose to which the transaction relates.
- 3.3 Authorized cardholders shall not use corporate credit cards to obtain:
 - A) Cash advances, cashiers' cheques, travellers' cheques, or electronic cash transfers;
 - B) Capital items not included in the approved budget, or items that subject to an additional approval process pursuant to the College's Procurement Policy; or
 - C) Personal items.

4. CORPORATE CREDIT CARD SPENDING LIMITS:

- 4.1 Credit limits attached to corporate credit cards issued to authorized cardholders will be determined by the CEO or COO. Unless authorized by the Board, such limits will not exceed:
- A) \$~~3~~40,000 for a corporate credit card issued to the any individual authorized cardholder;
 - B) \$~~1~~200,000 cumulative for corporate credit cards issued to authorized cardholders of the College.

5. MISUSE OF CORPORATE CREDIT CARDS

- 5.1 Failure of an authorized cardholder to submit receipts within four (4) weeks of the statement end date will result in a written warning from the Controller. Thereafter, a corporate credit card may be cancelled at the discretion of the CEO or COO.
- 5.2 Failure of an authorized cardholder to comply with applicable College Expense or Procurement Policies in connection with corporate credit card use will result in a written warning from the Controller and may be cancelled or result in other disciplinary actions.

5. REVIEW AND APPROVAL OF CORPORATE CREDIT CARD PURCHASES

- 6.1 Corporate credit card purchases made by authorized cardholders other than the CEO must be reviewed and approved in accordance with the applicable College Expense Policy.
- 6.2 Corporate Credit Card purchases made by the CEO, must be reviewed, and approved by the Board Chair, in accordance with the applicable College Expense Policy.
- 6.3 Expenses including corporate credit card purchases made by the CEO must be reviewed annually by the Finance and Audit Committee to ensure compliance with the applicable College Expense Policy.

APPENDIX A

CORPORATE CREDIT CARD USER AGREEMENT

This Corporate Credit Card User Agreement (Agreement) is made between the College of Immigration and Citizenship Consultants (the College) and _____ (Authorized Cardholder).

I, the above-named Authorized cardholder acknowledge receipt of a Corporate Credit Card (Card). In consideration of the issuance to me of the Card, I agree to the following:

1. I am familiar with the terms of the College's Corporate Credit Card Use Policy, Procurement Policy and Expense Policies and agree to comply with the requirements of such policies, as they may be amended from time to time;
2. I understand that this Card is and remains the property of the College and must be returned to the College promptly upon request, and upon termination of my employment/association with the College;
3. I acknowledge that I will be making financial commitments on behalf of the College when using this Card;
4. I agree that use of this Card is limited to business purposes authorized by the College in accordance with its applicable Procurement and Expense policies;
5. I agree this Card must not be used for any personal, unauthorized, prohibited, or illegal use and any such misuse may result in cancellation of this Card, and may result in further disciplinary action;
6. I understand and acknowledge that the College may review and investigate use of this Card and I hereby waive any expectation of privacy concerning any charges incurred. I will cooperate fully with any such review or investigation;
7. I agree to be held personally liable for the total dollar amount of any improper charges incurred, plus any administrative fees assessed in connection with my misuse of this Card. I further agree that such charges, including any administrative fees and/or finance charges assessed against the College in connection with such charges, and paid for by the College on my behalf, will be considered a personal loan from the College to me, to be immediately repaid through payroll deduction,

subject to any limits set forth by applicable law. If such payroll deduction is not permitted by law or proves insufficient to fully reimburse the College, I agree to repay the College these amounts in full and consent to the College taking appropriate legal action to collect the monies owed. If the College is required to take legal action to collect monies owed under this Agreement, I agree to pay the College's expenses, including legal fees, incurred in its collection efforts;

8. I agree to promptly reconcile any charges on the credit card statement with receipts retained by me and agree to submit supporting receipts within four (4) weeks of the statement ending date, in compliance with the applicable College procurement and expense policies;
9. I understand that this Agreement is revocable by me at any time upon written notice to my immediate supervisor at the College. If revoked, I understand I must stop using the Card immediately and return it to the Finance Department with my revocation notice. I understand that if revoked, I remain responsible for any misuse and remain indebted to the College for any personal, unauthorized, prohibited use or illegal charges made prior to the revocation and return of the Card.
10. I agree to immediately notify the credit card provider and Finance Department upon discovering this Card has been lost, stolen or been subject to fraud, unauthorized use, or misuse. I agree to cooperate fully with any investigation concerning the loss, theft, or suspected misuse of this Card.

Date: _____

Employee Signature

Received:

Date: _____

By: _____

CORPORATE CREDIT CARD USE POLICY

Version: June 18, 2021
Approved by Board of Directors

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

1002-5500 North Service Road, Burlington, ON L7L 6W6 www.college-ic.ca

GUIDING DOCUMENT(S):

By-law 2021-2
Expense Policy
Corporate Credit Card User Agreement

DOCUMENT TYPE:

Internal
Operational

ADMINISTRATOR(S):

Finance

DOCUMENT NUMBER:

FIN/CEO/POL/005/01

EFFECTIVE DATE:

June 18, 2021

REVISION DATE:

June 8, 2023

PURPOSE

This policy governs the issue and use of corporate credit cards by the President & Chief Executive Officer (CEO) and College employees.

APPLICATION AND SCOPE

This policy applies to the President & Chief Executive Officer, and all officers and employees of the College.

DEFINITIONS

Authorized Cardholder: means an eligible employee who has been authorized to use, and has been issued, a corporate credit card pursuant to this policy.

Chair: means Chair of the Board of Directors of the College.

Corporate Credit Card: means a credit card issued to an eligible employee, pursuant to an agreement between the College and a financial institution, where the College is responsible for payment of any amounts charged to the Corporate Credit Card.

Eligible Employee: means the CEO, COO, a member of the senior management team of the College (SMT) and any other employee of the College designated by the CEO or COO.

Finance and Audit Committee: means the Finance and Audit Committee of the Board of Directors created pursuant to By-law s. 56.1 (a)

User Agreement: means the Corporate Credit Card User Agreement attached to this policy as Appendix A.

1. GENERAL POLICY REQUIREMENTS

- 1.1** No person shall obtain or use a corporate credit card unless authorized to do so in accordance with this policy.

2. REQUEST AND ISSUE

- 2.1** Eligible Employees issued a corporate credit card must sign a User Agreement at the time of issue. (included in Appendix A)
- 2.2** The CEO or COO will review the signed User Agreement and will consider authorizing the eligible employee to become an authorized cardholder. The User Agreement will be approved as follows:
- Board Chair where eligible employee is the CEO
 - CEO where the eligible employee is the COO

3. RESPONSIBILITIES OF THE AUTHORIZED CARDHOLDER

- 3.1** Corporate credit cards are to be used only for approved business- related expenses incurred in compliance with any/all applicable College policies.
- 3.2** Authorized cardholders are expected to exercise the following duty of care:
- A) Take reasonable precautions to safeguard the corporate credit card and prevent unauthorized access;
 - B) Promptly report stolen or lost corporate credit cards to the credit card provider and the Finance Department and assist in limiting the College's liability for unauthorized use;
 - C) Retain, organize, reconcile the monthly statement, and submit receipts for corporate credit card purchases within four (4) weeks of the monthly statement end date, in accordance with applicable College expense policies; and
 - D) In the case of lost receipts, provide a signed Statutory Declaration stating the date and amount of the transaction, the payee, and the business purpose to which the transaction relates.
- 3.3** Authorized cardholders shall not use corporate credit cards to obtain:
- A) Cash advances, cashiers' cheques, travellers' cheques, or electronic cash transfers;
 - B) Capital items not included in the approved budget, or items that subject to an additional approval process pursuant to the College's Procurement Policy; or

C) Personal items.

4. CORPORATE CREDIT CARD SPENDING LIMITS:

- 4.1** Credit limits attached to corporate credit cards issued to authorized cardholders will be determined by the CEO or COO. Unless authorized by the Board, such limits will not exceed:
- A) \$40,000 for a corporate credit card issued to the any individual authorized cardholder;
 - B) \$200,000 cumulative for corporate credit cards issued to authorized cardholders of the College.

5. MISUSE OF CORPORATE CREDIT CARDS

- 5.1** Failure of an authorized cardholder to submit receipts within four (4) weeks of the statement end date will result in a written warning from the Controller. Thereafter, a corporate credit card may be cancelled at the discretion of the CEO or COO.
- 5.2** Failure of an authorized cardholder to comply with applicable College Expense or Procurement Policies in connection with corporate credit card use will result in a written warning from the Controller and may be cancelled or result in other disciplinary actions.

6. REVIEW AND APPROVAL OF CORPORATE CREDIT CARD PURCHASES

- 6.1** Corporate credit card purchases made by authorized cardholders other than the CEO must be reviewed and approved in accordance with the applicable College Expense Policy.
- 6.2** Corporate Credit Card purchases made by the CEO, must be reviewed, and approved by the Board Chair, in accordance with the applicable College Expense Policy.
- 6.3** Expenses including corporate credit card purchases made by the CEO must be reviewed annually by the Finance and Audit Committee to ensure compliance with the applicable College Expense Policy.

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1. I am familiar with the terms of the College's Corporate Credit Card Use Policy, Procurement Policy and Expense Policies and agree to comply with the requirements of such policies, as they may be amended from time to time;
2. I understand that this Card is and remains the property of the College and must be returned to the College promptly upon request, and upon termination of my employment/association with the College;
3. I acknowledge that I will be making financial commitments on behalf of the College when using this Card;
4. I agree that use of this Card is limited to business purposes authorized by the College in accordance with its applicable Procurement and Expense policies;
5. I agree this Card must not be used for any personal, unauthorized, prohibited, or illegal use and any such misuse may result in cancellation of this Card, and may result in further disciplinary action;
6. I understand and acknowledge that the College may review and investigate use of this Card and I hereby waive any expectation of privacy concerning any charges incurred. I will cooperate fully with any such review or investigation;
7. I agree to be held personally liable for the total dollar amount of any improper charges incurred, plus any administrative fees assessed in connection with my misuse of this Card. I further agree that such charges, including any administrative fees and/or finance charges assessed against the College in connection with such charges, and paid for by the College on my behalf, will be considered a personal loan from the College to me, to be immediately repaid through payroll deduction,

subject to any limits set forth by applicable law. If such payroll deduction is not permitted by law or proves insufficient to fully reimburse the College, I agree to repay the College these amounts in full and consent to the College taking appropriate legal action to collect the monies owed. If the College is required to take legal action to collect monies owed under this Agreement, I agree to pay the College's expenses, including legal fees, incurred in its collection efforts;

8. I agree to promptly reconcile any charges on the credit card statement with receipts retained by me and agree to submit supporting receipts within four (4) weeks of the statement ending date, in compliance with the applicable College procurement and expense policies;
9. I understand that this Agreement is revocable by me at any time upon written notice to my immediate supervisor at the College. If revoked, I understand I must stop using the Card immediately and return it to the Finance Department with my revocation notice. I understand that if revoked, I remain responsible for any misuse and remain indebted to the College for any personal, unauthorized, prohibited use or illegal charges made prior to the revocation and return of the Card.
10. I agree to immediately notify the credit card provider and Finance Department upon discovering this Card has been lost, stolen or been subject to fraud, unauthorized use, or misuse. I agree to cooperate fully with any investigation concerning the loss, theft, or suspected misuse of this Card.

Date: _____

Employee Signature

Received:

Date: _____

By: _____

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza, Chair, Finance and Audit Committee**
Re: **Agenda Item 10 – Asset Depreciation Threshold and Disposal**
Date: **June 8, 2023**

Summary:

The Finance and Audit Committee (FAC) recommends that the Board of Directors approve the proposed changes to the Asset Depreciation Threshold and Disposal Policy.

Requested Action:

THAT:

that the revised Asset Depreciation Threshold and Disposal Policy, in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

The current \$500 threshold of capital asset value has resulted in the utilization of significant resources to maintain and update capital asset records. A threshold increase to \$1,000 would reduce the number of lower valued assets being tracked, maintained and reported.

This recommendation is supported by our auditors, stating that increasing the threshold is a reasonable approach for amortizing assets moving forward.

Management recommended a change to the Asset Depreciation Threshold and Disposal Policy to increase the threshold of capital assets from \$500 to \$1,000 in addition to approving the Asset Depreciation Threshold and Disposal Policy. FAC reviewed the recommendation at their meeting held on May 31, 2023 and recommend that the Board of Directors approve the proposed changes.

Attachment:

Asset Depreciation Threshold and Disposal Policy

ASSET DEPRECIATION THRESHOLD AND DISPOSAL POLICY

Version: 2023
For Approval by the Board of Directors June 08, 2023

GUIDING DOCUMENT(S): By-law 2021-2, s.75.1 Asset Disposal Form	DOCUMENT TYPE: Internal Operational
ADMINISTRATOR(S): Finance, Corporate Services	DOCUMENT NUMBER: CS/CEO/POL/PRO/003/01
EFFECTIVE DATE: June 08, 2023	REVISION DATE N/A

PURPOSE

To govern the depreciation threshold of capital assets and their disposal when assets are no longer required by the organization.

APPLICATION AND SCOPE

This policy applies to all capital assets.

DEFINITIONS

Amortized: means to gradually reduce the cost of an asset over a period of time.

Capital Asset: means an item of value whose usefulness is expected to exceed 1 year or more.

Life Expectancy: means an estimate of how long an asset is reasonably expected to remain functional.

GENERAL POLICY REQUIREMENTS

1. Asset Classes and Depreciation

- 1.1 All capital assets have a useful life expectancy during which time it is expected the asset will remain functional. This life expectancy varies by asset class. The following is a list of asset classes and their indicated life expectancy.

Asset Class	Life Expectancy
Computer equipment	3 years
Computer software	2 years
Office equipment	3 years
Furniture	10 years
Leasehold improvements	10 years
Information and communication technology equipment	7 years
Tradeshaw material	5 years

2. Asset Disposal

- 2.1 Assets no longer functioning may be disposed. Assets with storage or memory capabilities must be sanitized and free of any data prior to disposal.
- 2.2 If an asset no longer is required by the organization, and there is value remaining, the asset may be sold.

3 Policy Administration

- 3.1 Disposal of equipment is approved by the CEO and President, COO or Controller. Capital asset lifecycles are depreciated based on the class in which it resides.
- 3.2 The disposal of assets is in accordance to Generally Accepted Accounting Principles.

MEMORANDUM

To: **Board of Directors**
From: **Tim D’Souza, Chair, Finance and Audit Committee**
Re: **Agenda item 11 – Confirmation of the Authorized Signing Officers**
Date: **June 8, 2023**

Summary:

The Board of Directors is asked to approve a motion confirming the names of the Authorized Signing Officers.

Requested Action:

THAT:

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

- Stanislav Belevici – Chair of the Board of Directors
- John Murray – President & Chief Executive Officer
- Russ Harrington – Chief Operating Officer
- Joyce Chow Ng – Controller

Discussion/Analysis:

The College is experiencing difficulties in the application for online access to the portal of Revenue Quebec. On the advice of legal counsel, FAC recommends that the Board pass a motion confirming the individuals who are the Authorized Signing Officers of the College.

Attachment:

Confirmation of Authorized Signing Officers

CONFIRMATION OF AUTHORIZED SIGNING OFFICERS

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

	Name	Position	Signature
1	Stanislav Belevici	Chair of the Board of Directors	
2	John Murray	President & Chief Executive Officer	
3	Russ Harrington	Chief Operating Officer	
4	Joyce Chow Ng	Controller	

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

Signed at: _____ this _____ day of _____ 20 _____.

Signed by: _____

Victoria Rumble
Corporate Secretary

MEMORANDUM

To: **Board of Directors**
From: **Cathy Pappas, Director, Registration**
Re: **Agenda item 12 – License Response Communication Times**
Date: **June 8, 2023**

Summary:

The Registration Department has introduced a number of procedural and resource changes to address concerns raised re: College response times.

Requested Action:

THAT:

For the information of Directors only, no action required.

Discussion/Analysis:

The Registration Department reviewed several methods to track response times:

- Dedicated staff to manually review daily to review response time
- An email add-on was considered
- A ticketing system utilizing College resources

An add-on monitoring system was purchased and comprehensive tracking of licensee communications began in January of 2023. Despite a continued high volume of high volume of emailed questions, average response time averages 13.5 work hours.

Attachment:

Registration Department Email Review January to March 2023

Registration Department Email Review

January to March 2023

June 8, 2023



Registration Department Emails

- A review of the number of emails received and sent from the main, high-volume Registration emails has been conducted.
- For the purposes of this presentation, the main Registration emails are:
 - registration@college-ic.ca
 - inscription@college-ic.ca
 - info@college-ic.ca

Emails Received



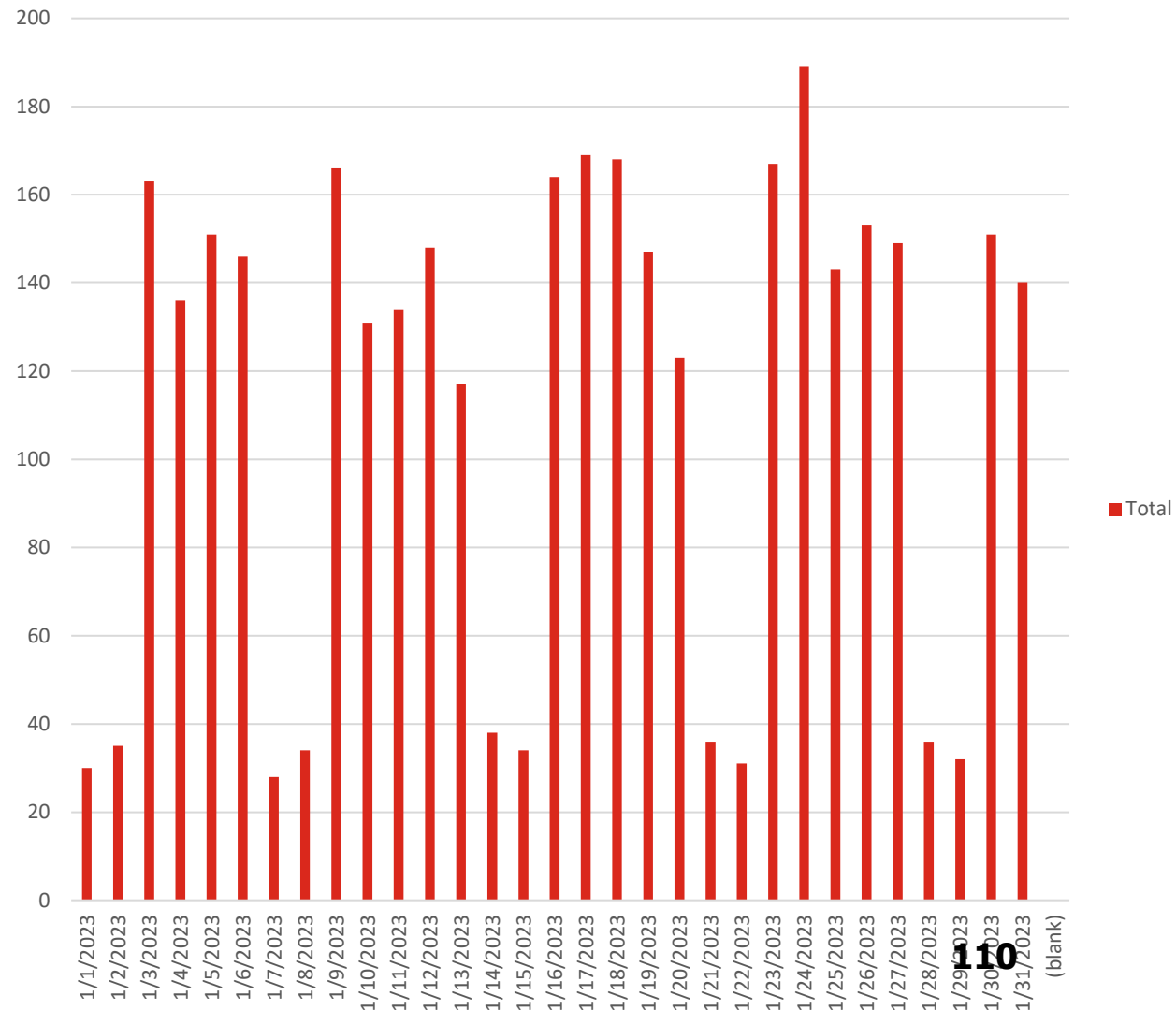
Emails received by the Registration Dept.

- Emails received tallies have had the following types of emails removed to provide more accurate counts:
 - auto-responses,
 - database site alerts,
 - internal meeting acceptances,
 - undeliverable email messages, and
 - IT auto-generated phishing reports

January: Emails Received

- 3489 emails received to the main Registration inboxes
- 1605 unique senders
- Average of 113 per calendar day

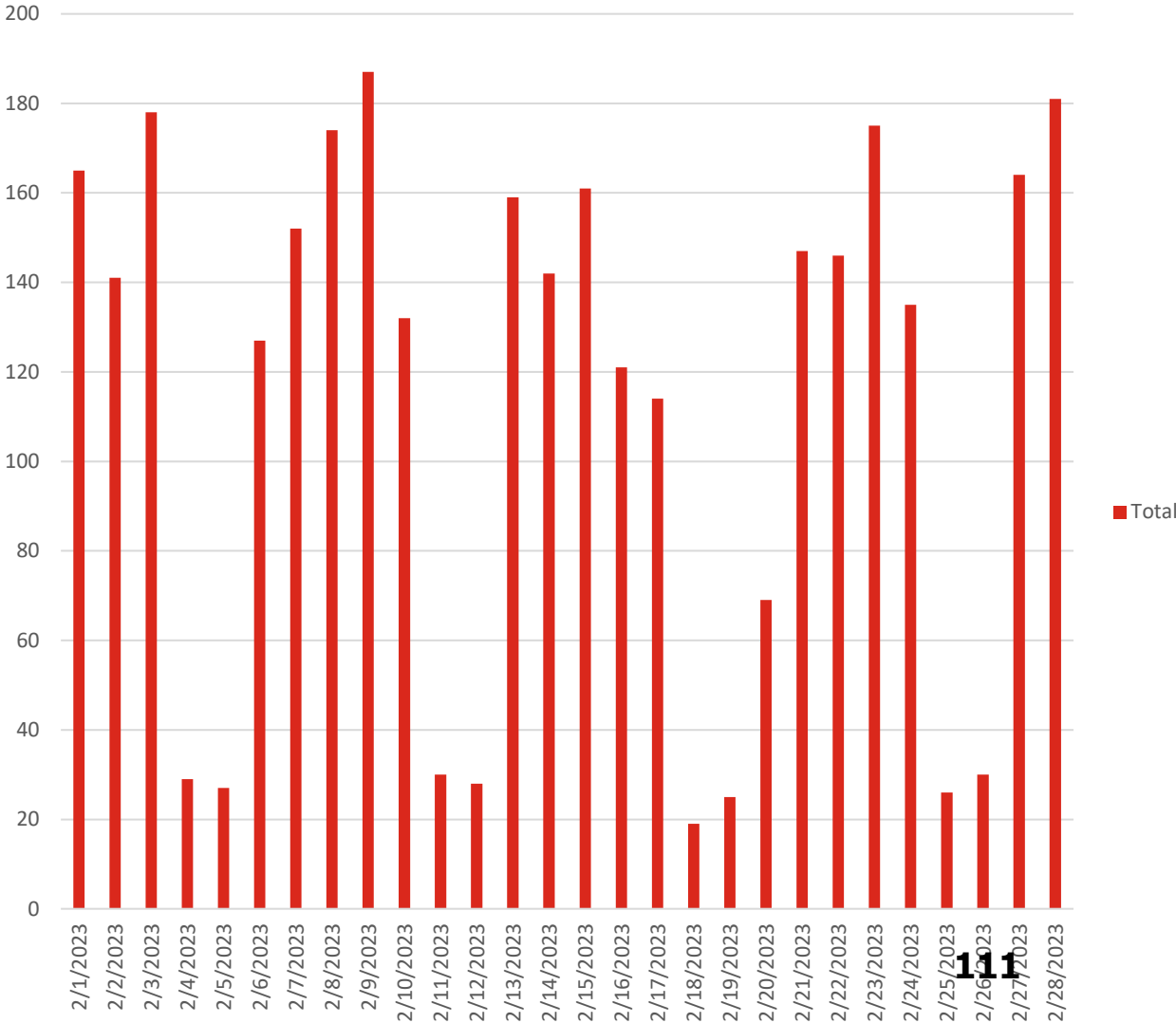
Emails received in January 2023



February: Emails Received

- 3184 emails received to the main Registration inboxes
- 1533 unique senders
- Average of 114 per calendar day

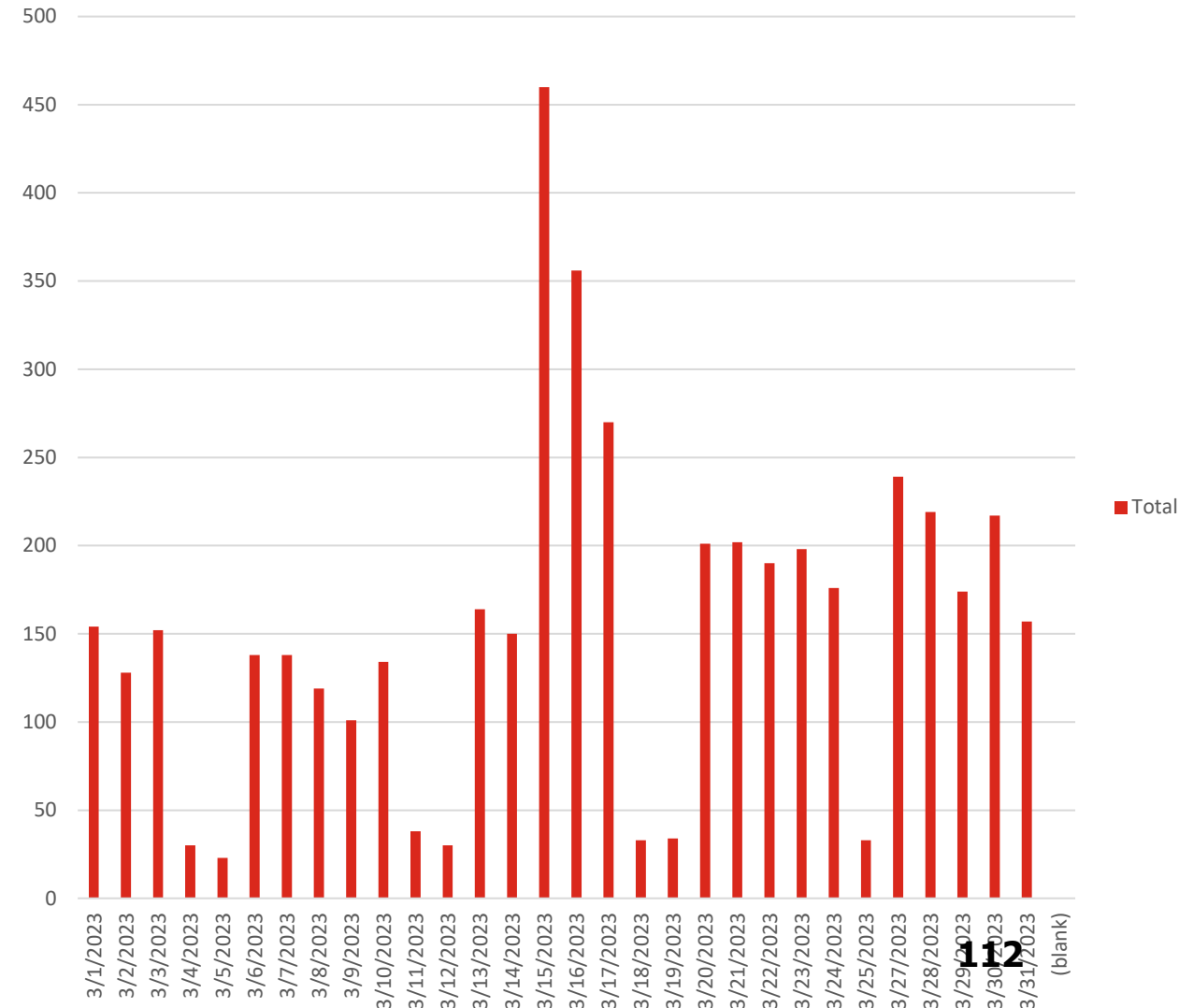
Emails received in February 2023



March: Emails Received

- 4658 emails received to the main Registration inboxes
- 2164 unique senders
- Average of 150 per calendar day
- Large spike in days following a mass email to PME delinquent licensees

Emails received in March 2023



Emails Sent



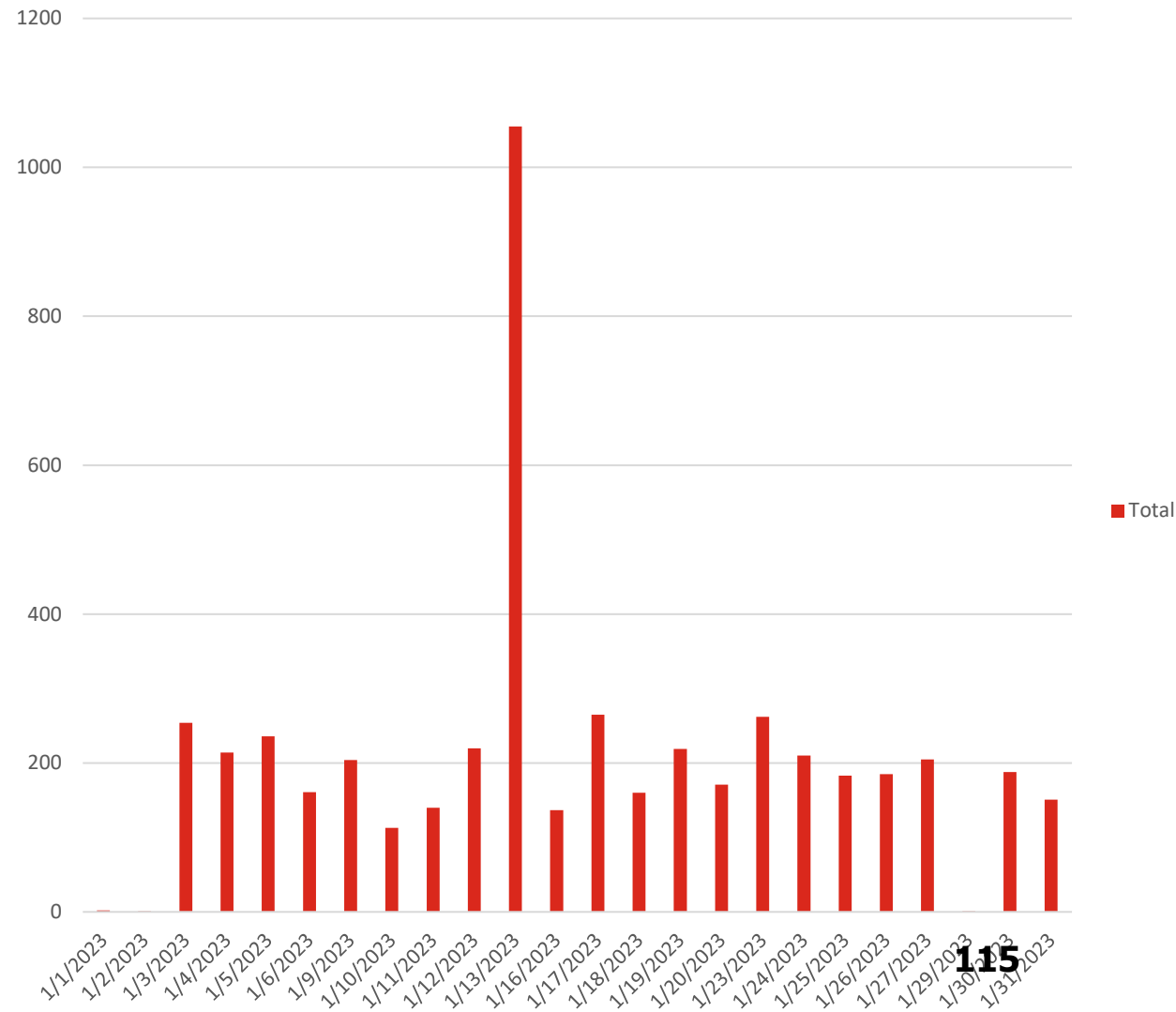
Emails sent by the Registration Dept.

- Emails sent may include emails that are initiated by Registration Department staff, including but not limited to:
 - Acknowledgement of applications submitted via the application portals
 - Initial reviews of applications and application approval emails
 - Exam scheduling emails
 - PME delinquency warnings
 - Exam results
- As these emails serve the licensees, candidates, and applicants and often answer emails that were received, they are included in the tally.
- Emails sent or triggered by Registration staff that cannot be tallied include:
 - Resent invoices
 - Those built into the Specialization Exam application portal

January: Emails Sent

- 4937 emails sent from the main Registration inboxes
- 3447 unique recipients
- Average of 235 per business day
- January 13th was monthly Specialization Exam date reminder

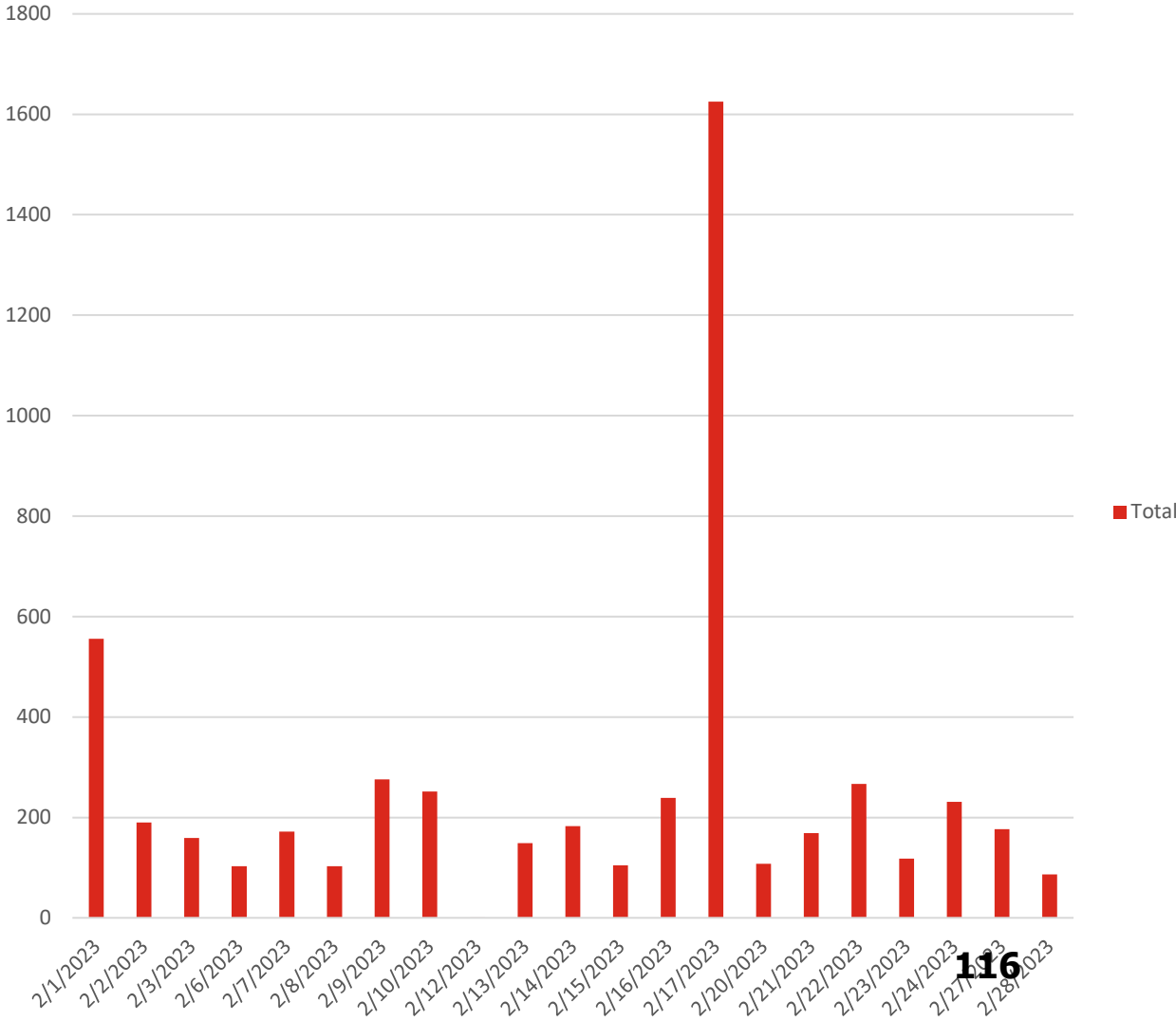
Emails sent in January 2023



February: Emails Sent

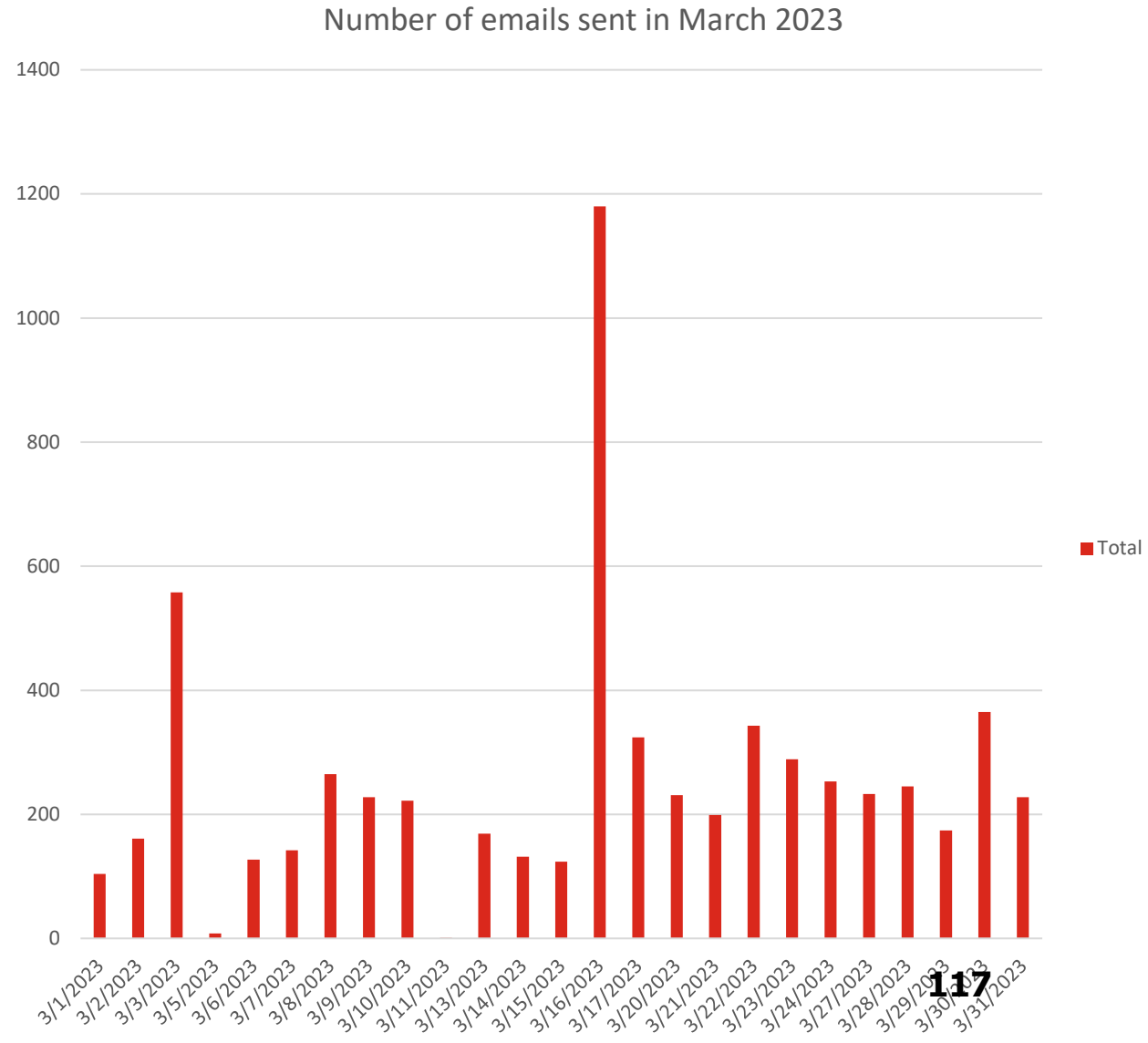
- 5270 emails sent from the main Registration inboxes
- 3887 unique recipients
- Average of 264 per business day
- February 17th was monthly Specialization Exam date reminder

Number of emails sent in February 2023



March: Emails Sent

- 6305 emails sent from the main Registration inboxes
- 4146 unique recipients
- Average of 274 per business day
- March 16th was monthly Specialization Exam date reminder



Received vs. Sent (Specialization Reminder Removed)

Received

- January – 3489
- February – 3184
- March – 4658

Sent

- January – 4017 (115% volume)
- February – 4093 (129%)
- March – 5373 (115%)

The above sent tallies have been further adjusted to remove the Specialization Exam dates email that is sent monthly as a reminder to any licensees who have enrolled in the program but not yet passed the Specialization Exam (800-1200 recipients per month).

Conclusion

- The Registration Department is at a 48-hour email response time by the end of each week. An influx of emails is received over the weekend, and then daily emails received Monday to Friday as the numbers have shown.
- Our renewed focus on emails has brought down response times and enhanced communication with our licensees, candidates and applicants.
- The Registration Department is exploring third-party add-on solutions to more accurately track response time for emails in Outlook.
- We look forward to iMis, whose robust applications and email functionality will further improve communication.