



BOARD OF DIRECTORS

MEETING MATERIALS FOR
November 30, 2023

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Board of Directors Meeting

Thursday November 30, 2023 at 3:15 PM EST

Ottawa Conference and Event Centre, Ottawa, ON 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
 Jyoti Singh

Ministerial Observers

Peter Christensen, Assistant Director,
 Admissibility, Immigration, Refugees and
 Citizenship Canada
 Sabrina Kabir, Senior Policy Analyst,
 Immigration, Refugees and Citizenship Canada
 Dhan Lamba-Thebeau, Policy Analyst,
 Immigration, Refugees and Citizenship Canada
 Alexandria Thompson, 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
 Fiona Damani, Assistant Controller
 Cathy Pappas, Director, Registration
 Beata Pawlowska, Director, Professional
 Standards, Research, Education & Policy

Victoria Rumble, Corporate Secretary

Recording Secretary

Nithiya Paheerathan, Coordinator, Board
 Administration

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
01	3:15 2 mins	Welcome and Introductory Remarks a) Land Acknowledgement b) Introductions c) Conflict of Interest	Stan Belevici John Murray	Discussion
02	3:17 1 min	Approval of Proposed Agenda	Stan Belevici	Approval (motion)
03	3:18 2 mins	Approval of Consent Agenda Tab A Minutes of Board meeting of September 28, 2023 Tab B Report of the Governance and Nominating Committee Tab C Schedule of Board and Committee Meetings	Stan Belevici	Approval (motion)

Governance				
04	3:20 5 mins	ICRO Quarterly Report Tab D Independent Complaints Review Officer Quarterly Report – August 1 2023 to September 30, 2023	John Murray Michael Huynh	Discussion
05	3:25 10 mins	Annual Review of Committee Membership Tab E Proposed Appointments to Standing Committees <ul style="list-style-type: none"> • Finance and Audit Committee • Governance and Nominating Committee Tab F Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer	Ben Rempel	Approval (motion)
06	3:35 20 mins	A year in review – Board and Committee Evaluations Tab G Evaluation Results	Stan Belevici	Discussion
07	3:55 15 mins	Board Education and Development Tab H Responses to Board Education Survey	Stan Belevici	Discussion
08	4:10 15 mins	College Act Regulations and College By-laws	John Murray	Discussion
Sustainability				
09	4:25 10 mins	Appointment of Auditor Tab I Resolution Appointment of Auditor	Tim D’Souza	Approval (motion)
Professional Standards and Compliance				
10	4:35 15 mins	Feedback from the Research Symposium	Beata Pawlowska	Discussion
In Camera Session - Meeting Closed to the public				

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants**

Held at 10:15 am, MT, Thursday, September 28, 2023,
At Delta Hotels by Marriott Edmonton Centre Suites, Edmonton, AB 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
Jyoti Singh

Ministerial Observers:

Peter Christensen, Assistant Director, Social
Immigration Policy and Programs, Immigration
Refugees and Citizenship Canada
Mashal Dawkins, Policy Analyst, Immigration,
Refugees and Citizenship Canada

*(Via Teleconference)

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*
Fiona Damani, Assistant Controller*
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

Guest:

Lynn Stivaletti, Goodman Mintz, LLP*

Absent:

Cathy Pappas, Director, Registration
Beata Pawlowska, Director, Professional Standards,
Research, Education and Policy

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 10:15 am MT.

a) Land Acknowledgement

The Chair acknowledged the land on which they gathered was part of traditional territories of many nations covered by 70 treaties and other agreements. He expressed gratitude to those who cared for these territories over time.

b) Introductions

The Chair welcomed all members and guests and introduced those in attendance. With the consent of the meeting, Nithiya Paheerathan 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.
- d) Staff Introductions
The Chair called upon John Murray, President & CEO to introduce new staff member, Fiona Damani, Assistant Controller, who had recently joined the College.

2. APPROVAL OF AGENDA

The Chair called for a motion to approve the meeting agenda as presented. In response to Board members requested changes:

Tim D'Souza requested that the Consent Agenda item "Director Dashboard" be removed from the Consent Agenda and added to the meeting agenda for discussion as a new agenda item 4.

Ben Rempel requested that agenda item 7 be expanded to include a discussion of issues arising from unauthorized practitioners (UAPs) operating in international student recruitment.

Tim D'Souza requested that a new in camera agenda item 15 – 2023 CEO Performance Review be added.

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

BE IT RESOLVED THAT the proposed agenda for the meeting be and is hereby amended to add 2023 CEO Performance Review as agenda item 15.

CARRIED

Moved by Ben Rempel, seconded by Jennifer Henry:

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

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda distributed in advance of the meeting. The Chair asked for a motion to approve the 4 items contained therein.

Moved by Normand Beaudry, seconded by John Burke:

BE IT RESOLVED THAT the 4 items contained in the Consent agenda, be and are hereby approved:

- a) minutes of Board meeting of June 8, 2023,
- b) report of the Governance and Nominating Committee,
- c) report of the Finance and Audit Committee (FAC),

d) Draft Annual FAC Workplan

CARRIED**4. CONSENT AGENDA - DIRECTOR DASHBOARD**

The Chair called upon John Murray, President & CEO, to present.

John Murray referred Board members to discussion of the development of a dashboard at the previous Board meeting. This document will be distributed to the Board quarterly and provide operational and statistics and updates on the progress of Strategic Plan initiatives. A draft Director Dashboard has been included in the materials for this meeting for the Board's review.

The directors discussed the draft and provided their feedback.

- Tim D'Souza commented that a mechanism of tracking how strategic goals will be achieved should be developed.
- Jennifer Henry suggested that quarterly reporting would be a better measure of goals and objectives providing a more real time concept.
- Normand Beaudry raised concerns regarding the apparent low enrollment rates for the Graduate Diploma Program (GDP) and asked whether the ratio of applicants to enrolments reflected limits placed by the College or simply that many applicants did not meet the educational institutions' entrance standards. In response John Murray stated that discussions with Queen's University indicated that many of the applicants did not meet the entrance standards, notwithstanding the availability of "access" pathways.

The Chair thanked John Murray for his report.

5. INDEPENDENT COMPLAINTS REVIEW OFFICER'S REPORT AND UPDATE

The Chair called upon John Murray, President & CEO and Michael Huynh, Director, Professional Conduct, to present.

Michael Huynh referred to the report provided with the meeting materials. He noted that the report reflects positively on the work of the Professional Conduct department. There were no concerns with the report.

The Chair thanked John Murray and Michael Huynh for their report.

6. GNC POLICY FRAMEWORK – POLICY APPROVAL

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

Ben Rempel referred to the materials distributed in advance of the meeting. He reported that GNC had met on August 16, 2023, and considered the draft Leadership Accountabilities of the Chief Executive Officer Policy. This policy is the first in a series of foundational policies that will be developed and presented to the Board for approval as the College continues the adoption of the "policy governance" governance model. He commented that the proposed policy articulates the various accountabilities of the Chief Executive Officer covering all aspects of this role. The draft policy was prepared by College policy staff following a thorough review of legislative requirements and precedents used by similar organizations.

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

BE IT RESOLVED THAT the draft Leadership Accountabilities of the Chief Executive Officer Policy, 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.

7. ANNUAL GENERAL MEETING

The Chair called upon Ben Rempel, Chair of GNC, to present.

Ben Rempel reported that at the GNC meeting held on August 16, 2023, the committee considered the Annual General Meeting of the licensees of the College (AGM) for fiscal 2023 and recommends that the meeting be held on November 30, 2023, at 10:00 am in the city of Ottawa at the Ottawa Conference and Event Centre.

This proposed date complies with section 11 of the College Act which requires the College to hold an AGM within 6 months of each fiscal year-end, June 30. T GNC also recommends that the Record Date for the AGM should be set as November 1, 2023. This will allow notice of the meeting to be sent on November 2, 2023, exceeding the minimum required notice of 15 days.

A proposed agenda for the AGM and an accompanying licensee education event was included in the materials distributed. The proposed licensee education session may be amended to include an additional session on either the College's new Standards of Practice or the draft College Act regulations if released for comment.

Moved by Ben Rempel, seconded by Marty Baram:

BE IT RESOLVED THAT

- (1) the annual general meeting of the licensees of the College be held on November 30, 2023, commencing at 10:00 am ET, at the Ottawa Conference and Event Centre, 200 Coventry Road, Ottawa; and
- (2) the Record Date for such annual general meeting be and is hereby set as close of business on November 1, 2023.

CARRIED

The Chair thanked Ben Rempel for his report.

8. DISCUSSION – AMENDMENTS TO THE COLLEGE OF IMMIGRATION AND CITIZENSHIP CONSULTANTS ACT (CANADA)/REGULATIONS

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

John Murray referred to the documents distributed in advance of the meeting. He briefly reviewed the amendments to the College Act that were approved by Parliament in June and advised that the College

had been working with Peter Christensen and his team from IRCC on the outstanding College Act Regulations. Excellent progress has been made, and a very functional and efficient set of regulations is expected to be released for public comment (pre-publication) in the next few months.

Peter Christensen advised that the drafting process, which is led by Justice Department lawyers, is an involved process and a firm timeline for pre-publication is not yet available. They will continue to keep us informed.

Jyoti Singh inquired about the process in developing regulations. Peter Christensen outlined the steps involved and noted that all are working towards a pre-publication date of Spring 2024. Jennifer Henry inquired about the length of the pre-publication process, Peter Christensen stated the public will have 30 days to submit written comments. IRCC and the Justice Department will review all submissions received. The timeline for completion of this review is dependent on the volume of submissions received.

The Chair then called upon Ben Rempel, Chair of GNC, to open the discussion regarding the unauthorized practitioners.

Ben Rempel stated that during the strategic planning discussion, unauthorized practitioners were identified as a far-reaching problem. He noted that a thorough risk assessment of specific categories of unauthorized practitioners would be beneficial. He referenced the recent College Act amendments, noting that several requested amendments were not approved. These included a proposed amendment to s. 79, to allow the College to prosecute unauthorized practitioners (UAPs) for contraventions of s. 77 prohibitions. Absent this amendment, he questioned whether the College has sufficient authority under s. 78 to address this high-profile issue, particularly regarding UAPs operating in the international student recruitment space.

Ben Rempel noted that there are ongoing national public policy discussions around a new “trusted institution” framework, and a new senate report calling for stronger regulation of education agents. Our mandate as a College is to work in the public interest to either bring UAPs into compliance with existing regulatory frameworks or to bring enforcement actions to prevent continued operations of UAPs. This mandate was given high priority in the recent strategic planning process and it is important for Directors to understand how the College Act amendments and forthcoming regulations position the College to take limited targeted actions to fulfil the legislative mandates and achieve our strategic objectives.

John Murray commented that it would have been useful to have obtained all of the College Act amendments requested, particularly the s. 77 amendments that would have assisted with the fight against UAPs. It is hoped that that deficiencies in the current Designated Learning Institution (DLI) designation process can be addressed through the government’s proposed “trusted institution” framework which may include incentivising DLIs who use only licensed practitioners for student recruitment.

The Chair thanked John Murray for his report.

9. AUDITED ANNUAL FINANCIAL STATEMENTS – FISCAL 2022/23

The Chair called upon Tim D’Souza, Chair of FAC, to report.

Tim D’Souza referred to the draft Audited Annual Financial Statements for Fiscal 2022/23 distributed in advance of the meeting.

He stated that FAC met on September 14, 2023. A summary of the report can be found in the documents circulated. Lynn Stivaletti of Goodman Mintz, LLP was called to present. Lynn Stivaletti indicated that the financial statements presented, in all material respects, the financial position, results of operations and cash flows of the College. The Board asked various questions of Lynn Stivaletti.

Moved by Tim D'Souza, seconded by Marty Baram:

BE IT RESOLVED THAT

1. the draft audited annual financial statements of the College for the financial year ended June 30, 2023, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved with immediate effect; and
2. the Chair of the Board and the Chair of the Finance and Audit Committee be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval.

CARRIED

The Chair thanked Tim D'Souza for his report.

10. SIGNING OFFICER POLICY

The Chair called upon Tim D'Souza, Chair of FAC, to present.

Tim D'Souza reported that at the September 14, 2023, meeting, FAC considered and recommends for Board approval, the amended Signing Officer Policy.

A black-lined version of the amended policy was included in the board materials highlighting the proposed amendment to accommodate the addition of new staff and the creation of two groups of authorized signing officers.

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

BE IT RESOLVED THAT the Signing Officer Policy, in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

11. CONFIRMATION OF THE AUTHORIZED SIGNING OFFICERS

The Chair called upon Tim D'Souza, Chair of FAC, to present.

Tim D'Souza reported that at the September 14, 2023, meeting, FAC considered and recommends for Board approval, the amended Confirmation of the Authorized Signing Officers.

The amendment is proposed to add Fiona Damani, who was recently engaged by the College as Assistant Controller, as an authorized Signing Officer.

Moved by Tim D'Souza, seconded by Jennifer Henry:

BE IT RESOLVED THAT the amended Confirmation of Authorized Signing Officers, in substantially the form presented, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D’Souza for his report.

12. COLLEGE ANNUAL REPORT

The Chair called upon Ben Rempel, Chair of GNC, to present.

Ben Rempel reported that at the August 16, 2023 meeting, GNC considered and recommends for Board approval, the draft 2022/2023 Annual Report.

The report was designed with a focus on the audiences that will be receiving it:

- IRCC
- Federal Government
- Licensees

After discussion, Board members suggested that the College’s Annual Report was an operational matter and, accordingly, should be viewed by the Board for information purposes only.

The Chair thanked Ben Rempel for his report.

13. NEXT MEETING

The next meeting of the Board of Directors will be held in-person/Zoom on November 30, 2023, in Ottawa, Ontario. As the remainder of the meeting will be closed to the public, the meeting ended at 11:40 am MT for lunch and resumed at 12:30 for in camera session.

Moved by Normand Beaudry, seconded by Richard Dennis:

BE IT RESOLVED THAT the meeting break for lunch at 11:40 am MT and resume in in camera session thereafter.

CARRIED

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

Stan Belevici, RCIC
Chair

Nithiya Paheerathan
Recording Secretary

Summary of Resolutions and Actions Discussed

Record of Resolutions

Resolution	Agenda Item	Topic	Motion
1	Agenda	<p>BE IT RESOLVED THAT the proposed agenda for the meeting be and is hereby amended to add 2023 CEO Performance Review as agenda item 15.</p> <p>BE IT RESOLVED THAT the Agenda for the meeting, as amended, be and is hereby approved.</p>	1
2	Consent Agenda	<p>RESOLVED THAT the 4 items contained in the Consent agenda, be and are hereby approved:</p> <p>a. minutes of Board meeting of June 8, 2023, b. report of the Governance and Nominating Committee, c. report of the Finance and Audit Committee (FAC), d. Draft Annual FAC Workplan</p>	2
3	GNC Policy Framework – Policy Approval	RESOLVED THAT the draft Leadership Accountabilities of the Chief Executive Officer Policy, in substantially the form presented to the Board, be and is hereby approved with immediate effect.	3
4	Annual General Meeting	RESOLVED THAT	4
		<ol style="list-style-type: none"> the annual general meeting of the licensees of the College be held on November 30, 2023, commencing at 10:00 am ET, at the Ottawa Conference and Event Centre, 200 Coventry Road, Ottawa; and the Record Date for such annual general meeting be and is hereby set as close of business on November 1, 2023. 	
5	Audited Annual Financial Report – Fiscal 2022/23	RESOLVED THAT	5
		<ol style="list-style-type: none"> the draft audited annual financial statements of the College of the financial year ended June 30, 2023, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved with immediate effect; and the Chair of the Finance and Audit Committee be and is hereby authorized to sign the Statements of Financial Position forming part of such financial statements to evidence such approval. 	
6	Signing Officer Policy	RESOLVED THAT the Signing Officer Policy, in substantially the form presented, be and is hereby approved with immediate effect.	6

Resolution	Agenda Item	Topic	Motion
7	Confirmation of Authorized Signing Officers	RESOLVED THAT the amended Confirmation of Authorized Signing Officers, in substantially the form presented, be and is hereby approved with immediate effect.	7
8	Board meeting move in camera	RESOLVED THAT the meeting go in camera at 11:40 am MT.	8
9	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 ended.	9
10	Adjournment	RESOLVED THAT the meeting be and is hereby adjourned at 2:20 pm MT.	10

MEMORANDUM

To: **Board of Directors**

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

Re: **Consent Agenda item – Report of the Governance and Nominating
Committee Chair**

Date: **November 30, 2023**

Summary

The Governance and Nominating Committee (GNC) met on November 1, 2023.

Requested Action

For the information of Directors only. Specific GNC proposals requiring Board approval are included on the Board meeting Agenda under items 5 and 6.

Discussion/Analysis

The following topics were discussed during the GNC meeting on November 1, 2023:

Annual General Meeting

The Committee reviewed and approved the Information Circular, Form of Proxy, and Meeting Agenda for the Annual General Meeting of College Licensees and directed management to send the notice of the AGM to all licensees on November 3, 2023.

Proposed Appointments to Standing Committees

The Committee reviewed the proposed membership to the Standing Committees of the Board and recommended a motion be presented to the Board at the next meeting scheduled for November 30, 2023, to reappoint the members.

Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer

The Committee reviewed the proposed membership of the Tribunal Committee and re-appointment of the Independent Complaints Review Officer (IRCO), and recommended a motion be presented to the Board at the next meeting scheduled for November 30, 2023 to reappoint the members.

Board Performance Evaluation

The Committee reviewed the draft performance self-evaluations for the Board, Board Chair and Committees and directed management to send evaluations to all Directors for completion.

Board Education Survey

The Committee reviewed the input provided by Directors for the development of a draft Board Education Plan.

References:

- Tab E – Proposed Appointments to Standing Committees
- Tab F – Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer
- Tab G – Evaluation Results

MEMORANDUM

To: Board of Directors
From: Victoria Rumble
Corporate Secretary
Re: Consent Agenda Item C – Schedule of Board and Committee Meetings
Date: November 30, 2023

Summary:

The Board of Directors is asked to review the list of proposed Board and Committee meeting dates for the 2024 cycle.

Requested Action:

For the information of Directors only, no action required.

Discussion/Analysis:

Meeting dates have been proposed for Board and Committee meetings based on the Board and Committee workplans. Calendar invites will be sent to all Directors during the week of December 11, 2023.

Attachment:

Appendix A - Proposed meeting dates

Appendix A

Proposed meeting dates.

Board of Directors

Proposed Date	Proposed Location	Notes
Thursday, March 21, 2024	Victoria, British Columbia	Potential Licensee Event
Thursday, June 20, 2024	Burlington, Ontario	Potential Licensee Event
Thursday September 26, 2024	Halifax, Nova Scotia	
Monday, October 28, 2024	On-Line	Audited Financial Statements
Thursday, December 05, 2024	Montreal, Quebec	Annual and General Meeting of College Licensees

Finance and Accounting

Proposed Date	Proposed Location	Notes
Thursday, February 15, 2024	On-Line	
Thursday, May 16, 2024	On-Line	Operating and Capital Budget
Thursday September 12, 2024	On-Line	
Wednesday October 02, 2024	On-Line	Audited Financial Statements
Thursday, November 14, 2024	On-Line	

Governance and Nominating

Proposed Date	Proposed Location	Notes
Tuesday, February 13, 2024	On-Line	
Tuesday, May 07, 2024	On-Line	
Tuesday, August 06, 2024	On-Line	
Tuesday, November 05, 2024	On-Line	AGM Planning

Independent Complaints Review Officer's QUARTERLY REPORT¹

August 1, 2023 to September 30, 2023

November 15, 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 Council² 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"), covering the period from August 1, 2023 and September 30, 2023 ("Period"), has been produced for November 15, 2023, in time for the Board of Directors to review at its meeting of November 30, 2023.

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.

¹ To accommodate the Board's meeting of November 30, 2023, this Quarterly Report reflects only the two-month period between August 1, 2023 and September 30, 2023.

² By-law 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 if the procedures used by the College were fair, and whether there were any errors in fact or in law in the way that the complaint was handled. Reviews are expected to be completed within 30 days of the ICRO's receipt of the request for review.

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

27.3

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 5 requests for a review. I concluded 4 requests for review (including 1 review that was outstanding from the prior quarter), and had 2 reviews outstanding as of the end of the Period.

Requests for Review Received	Reviews Concluded	Active Reviews

5	4 ³	2 ⁴
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General Outcome of Reviews Concluded

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

Four requests for reviews were concluded during this Period, including one request for review received from the prior Quarter. The four review decisions confirmed that the procedures were fair, with no errors of fact and law in the way the complaint was handled, though recommendations were made in most cases to improve the College's handling of complaints. There were two reviews received in September 2023 that were not completed during the Period.⁵

Summary of Disposition of Reviews by ICRO

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

1. College File No: CD.2022.024 Review

Received by ICRO: July 5, 2023

Decision Issued by ICRO: August 3, 2023

Note: This Complaint was received in the previous Quarter, but the decision was issued during the Period.

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

³ The request for review for one of these concluded reviews was received in July 2023.

⁴ As of the end of this Period, there were two active reviews. As of the date of this Quarterly Report, those two active reviews were concluded, and there is a total of 6 further requests for review received in October and November 2023.

⁵ They have since been completed.

2. College File No: CD.2022.397

Review Received by ICRO: August 21, 2023

Matter Closed by ICRO: September 11, 2023

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

3. College File No: CD.2022.291

Review Received by ICRO: August 31, 2023

Matter Closed by ICRO: September 28, 2023

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

4. College File No: CD.2023.076

Review Received by ICRO: August 30, 2023

Decision Issued by ICRO: September 28, 2023

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

Summary of Matters Referred to the College and Reasons for Referral

No matters were referred back to the College.

Assessment of the Handling of Complaints by College and Recommendations

In the reviews that were completed during the Period covered by this Report, there were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

However, most of the recommendations that were made during this Period echoed earlier concerns about communications between the College and complainants, with one new one related to the factual elements that should be considered in making a decision.

During this Period, the recommendations that were made to the College can be categorized below:

1. **Need for improved and consistent communications** with complainants and potential complainants, including:
 - a. on the College website relating to the complaints process and procedures, but also in relation to College's regulatory mandate and the role of the complainant in that process;
 - b. communications from the College to complainants after a complaint is submitted, and throughout the complaints process;
 - c. Providing clearer information to complainants that the College does not provide any civil remedies, and encouraging complainants to seek legal advice if they seek reimbursement of any monies paid or damages; and
 - d. recognizing where there may be a language barrier and taking appropriate steps.
2. **Licensee's Regulatory History:** My other recommendation related more directly to the facts considered in the handling of complaints, particularly as it relates to the appropriate outcome. I noted in one case, the College considered the Licensee's discipline history. My recommendation was that it might be relevant to also consider the complaint history of the licensee if that is not already done by the College. For instance, the College might decide that for a licensee with no discipline history, providing guidance on how a licensee could better meet their obligations is appropriate.⁶ However, it is also possible that the licensee without a disciplinary history may have had other complaints of a similar nature against them, and it would have been a relevant factual matter to also consider in determining the outcome of a complaint.

Monitoring not only a licensee's prior discipline history but also their complaint history, which is held confidentially through the College's internal file on a licensee, would assist the College to identify possible patterns of licensee practice showing incompetence or repeated breaches of their code of professional conduct. Since the complaint history is not publicly available information, reasons for their decision might simply refer to a licensee's "regulatory history", without disclosing non-public information. While a licensee is not held to a standard of perfection, repeated errors despite receiving guidance from the College may indicate incompetence that would require further action from the College.

⁶ This was the case in CD.2022.397, where the College referenced that the "discipline history" was considered. There is no mention of the licensee's complaint history.

Conclusion

The College protects the public by (a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; (b) ensuring compliance with the code of professional conduct; and (c) undertaking public awareness activities. An important aspect of the College's role in regulating immigration and citizenship consultants in the public interest is the complaints process against individual licensees. The College relies on the public and individual complainants to make complaints about licensees who fail to comply with their code of professional conduct, including when they fall below competence standards.

Through the request for review process, the ICRO holds the College accountable for ensuring that complaint handling procedures used by the College are fair, without errors in fact or in law.

As such, any recommendations I make are in the spirit of increasing public confidence in the College and the fulfilment of its regulatory mandate, including transparent adherence to the principles of natural justice and procedural fairness. Key to fostering that confidence amongst complainants is clear communications about the College's regulatory mandate to act in the public interest and protect the public, rather than as advocates of individual complainants and their civil matters.

Dated this 15th day of November 2023

Independent Complaints Review Officer



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

November 16, 2023

Dear Ms. Hum

This will acknowledge your quarterly report dated November 15, 2023.

We were very pleased to see that none of the cases you reviewed had issues related to procedural unfairness or errors in law or fact in the complaints handling processes. The College has closed over 700 files in the calendar year to date and the lack of findings in this regard is very encouraging to our overall goal of improved response times and maintaining quality complaint handling services.

Regarding your recommendation for improving our communications with complainants we offer the following updates for your information.

- We are currently working with our Communications team to update the website and will include plainer language about the complaints process and the College's mandate, consider use of infographics for ease of understanding for complainants with language barriers, and share anticipated completion times to better manage expectations.
- We are now very close to the release of our new enterprise management system, scheduled for early 2024. We have updated the complaint form to include information about using parallel court proceedings to obtain restitution, and the College's primary mandate about broader public protection and fostering professionalism in practice. In addition, we have already changed our letters to both complainants and licensees related to our Early Resolutions process once a staff member has been assigned to address the complaint through that process.
- We will also consider further changes to assist those with language barriers. Currently we utilize translation services, when necessary, to review documents and narratives from complainants not submitted in one of our official languages. We will explore other tools and measures the College can take to improve the accessibility of the complaints process for those with language barriers.

Regarding your second recommendation about the prior complaint history of licensees, we can assure you this has always been a consideration when deciding on the appropriate stream for a complaint and proportionate resolution terms. We have updated all our template letters to ensure this is clearly communicated to complainants and is not more narrowly characterized as "discipline history" as was the case in one matter you reviewed.

We thank you again for your thorough and thoughtful analysis of the matters referred to you as the Independent Complaint Review Officer (ICRO).

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Huynh". The signature is fluid and cursive, with the first name "Michael" being more prominent than the last name "Huynh".

Michael Huynh
Director, Professional Conduct

MEMORANDUM

To: Board of Directors

From: Ben Rempel
Chair, Governance and Nominating Committee

Re: Agenda Item 5 – Annual Review of Committee Membership – Standing Committees

Date: November 30, 2023

Summary:

The Governance and Nominating Committee (GNC) recommends Board approval of the membership of the Standing Committees of the Board of Directors.

Requested Action:

THAT: the following Directors be and are hereby reappointed as members of the following standing Committees, each to hold such position until a successor is appointed:

(1) Governance and Nominating:

B. Rempel (Chair)
M. Baram
J. Burke
N. Beaudry
R. Dennis

(2) Finance and Audit

T. D'Souza (Chair)
M. Baram
J. Burke
N. Beaudry
J. Henry

Discussion/Analysis:

Section 56.5 of the By-law provides as follows:

Section 56.5 - The Governance and Nominating Committee shall recommend to the Board the names of candidates for the Chair, Vice-Chair, and members of each Standing and Tribunal Committee.



All Directors were contacted, and each has expressed willingness to continue to serve in their current Standing Committee positions.

Attachment:

Appendix A - Proposed Appointments to Standing Committees



PROPOSED APPOINTMENTS TO STANDING COMMITTEES

Proposed for November 2023 to AGM 2024

FINANCE AND AUDIT COMMITTEE				
Current		Proposed		Additions
<i>Chair:</i>	Tim D'Souza	<i>Chair:</i>	Tim D'Souza	
<i>Members:</i> <i>(4)</i>	John Burke, RCIC	<i>Members:</i> <i>(4)</i>	John Burke, RCIC	
	Marty Baram, RCIC		Marty Baram, RCIC	
	Normand Beaudry		Normand Beaudry	
	Jennifer Henry		Jennifer Henry	
	Stan Belevici <i>(Ex-Officio)</i>		Stan Belevici <i>(Ex-Officio)</i>	
GOVERNANCE AND NOMINATING COMMITTEE				
Current		Proposed		Additions
<i>Chair:</i>	Ben Rempel	<i>Chair:</i>	Ben Rempel	
<i>Members:</i> <i>(4)</i>	John Burke, RCIC	<i>Members:</i> <i>(4)</i>	John Burke, RCIC	
	Marty Baram, RCIC		Marty Baram, RCIC	
	Normand Beaudry		Normand Beaudry	
	Richard Dennis, RCIC		Richard Dennis, RCIC	
	Stan Belevici <i>(Ex-Officio)</i>		Stan Belevici <i>(Ex-Officio)</i>	

MEMORANDUM

To: Board of Directors

From: Ben Rempel,
Chair, Governance and Nominating Committee

Re: Agenda Item 5 – Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer

Date: November 30, 2023

Summary:

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

Requested Action:

THAT: the proposed appointments to the Tribunal Committee and the position of ICRO attached hereto as Appendix A, be and are hereby approved with immediate effect, each to hold such appointment until a successor is appointed.

Discussion/Analysis:

The 4 committees forming the College's Tribunal Committee render decisions on professional conduct and licensing matters. Their members are appointed by the Board of Directors on an annual basis. Each year, the Chair of the Tribunal Committee and College staff assess future needs and recruit additional committee members. A selection committee reviews applications then interviews and recommends candidates to the Board for appointment. This year, no additional appointments are recommended.

The College Act prescribes that members who participate on the Complaints Committee, must not participate on the Discipline Committee. Consequently, these individuals are shown separately from those who may be called to serve on the Discipline, Fitness-to-Practise or Registrar Appeal Committees. The Complaints Committee is tasked with reviewing complaints while the latter three committees make final decisions on professionalism and competence (Discipline), physical and mental capacity (Fitness-to-Practise), and licensing (Registrar Appeal).

Complaints Committee

When reviewing complaints, Complaints Committee members sit as a panel of three, where at least one panel member is a licensee (i.e., RCIC or RISIA), and one panel member is not a licensee (i.e., Public Representative).

Discipline, Fitness-to-Practise and Registrar Appeal Committees

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

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

Independent Complaints Review Officer (ICRO)

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

As per the By-law, GNC is to recommend Tribunal Committee membership for approval:

Section 56.2 - Subject to the provision of section 56.5, the Board will appoint the Chair, one or more Vice-Chairs, and sufficient members to meet the Mandate of the following Tribunal Committees:

- a) Registrar Appeal Committee*
- b) Complaints Committee*
- c) Discipline Committee*
- d) Fitness-to-Practise Committee*

Section 56.5 - The Governance and Nominating Committee shall recommend to the Board the names of candidates for the Chair, Vice-Chair, and members of each Standing and Tribunal Committee.



Section 56.7 – At the first of second meeting of the Board after each Annual Meeting, the Board shall appoint or re-appoint an individual as the IRCO to perform the duties set out in the By-law and Regulation.

Attachment:

Appendix A - Proposed Appointments to Tribunal Committee

PROPOSED APPOINTMENTS TO TRIBUNAL COMMITTEE

COMPLAINTS COMMITTEE						
Current (11)			Proposed (11)			Additions
	Hector Cowan	<i>Pub Rep (B)</i>		Hector Cowan	<i>Pub Rep</i>	
	Li Feng	<i>RCIC</i>		Li Feng	<i>RCIC</i>	
	Sol Gombinsky	<i>RCIC</i>		Sol Gombinsky	<i>RCIC</i>	
	Izabela Johnston	<i>RCIC</i>		Izabela Johnston	<i>RCIC</i>	
	Souheila Lebane	<i>RCIC (B)</i>		Souheila Lebane	<i>RCIC</i>	
	Hjalmar Enrique Leon	<i>RCIC (B)</i>		Hjalmar Enrique Leon	<i>RCIC (B)</i>	
	Daniela Lima	<i>RCIC</i>		Daniela Lima	<i>RCIC</i>	
	Hadi Mansouri	<i>RCIC (B)</i>		Hadi Mansouri	<i>RCIC</i>	
	Alan Martin	<i>Pub Rep (B)</i>		Alan Martin	<i>Pub Rep</i>	
	Bruce Perreault	<i>RCIC</i>		Bruce Perreault	<i>RCIC</i>	
	Melvin Thibodeau	<i>Pub Rep (B)</i>		Melvin Thibodeau	<i>Pub Rep</i>	
DISCIPLINE, FITNESS-TO-PRACTISE AND REGISTRAR APPEAL COMMITTEES						
Current (25)			Proposed (25)			Additions
<i>Chair:</i>	Cindy Ramkissoon-Shears	<i>RCIC</i>	<i>Chair:</i>	Cindy Ramkissoon-Shears	<i>RCIC</i>	
<i>Sr. Vice-Chair</i>	Laurie Sanford	<i>Pub Rep</i>	<i>Sr. Vice-Chair</i>	Laurie Sanford	<i>Pub Rep</i>	
<i>Vice-Chair</i>	Ken Atkinson	<i>Pub Rep</i>	<i>Vice-Chair</i>	Ken Atkinson	<i>Pub Rep</i>	
<i>Vice-Chair</i>	Eli Fellman	<i>Pub Rep</i>	<i>Vice-Chair</i>	Eli Fellman	<i>Pub Rep</i>	
<i>Vice-Chair</i>	Susan Joyce Heakes	<i>Pub Rep</i>	<i>Vice-Chair</i>	Susan Joyce Heakes	<i>Pub Rep</i>	
<i>Vice-Chair</i>	Marcel Mongeon	<i>Pub Rep (B)</i>	<i>Vice-Chair</i>	Marcel Mongeon	<i>Pub Rep (B)</i>	
<i>Vice-Chair</i>	David Thomas	<i>Pub Rep (B)</i>	<i>Vice-Chair</i>	David Thomas	<i>Pub Rep (B)</i>	
	Mohammed Allouche	<i>RCIC (B)</i>		Mohammed Allouche	<i>RCIC (B)</i>	
	Annie Beaudoin	<i>RCIC (B)</i>		Annie Beaudoin	<i>RCIC (B)</i>	
	Sylvie Bertrand	<i>RCIC (B)</i>		Sylvie Bertrand	<i>RCIC (B)</i>	
	Ben Fok	<i>RCIC</i>		Ben Fok	<i>RCIC</i>	
	Satpaul Singh Johal	<i>RCIC</i>		Satpaul Singh Johal	<i>RCIC</i>	
	John Lironi	<i>RCIC</i>		John Lironi	<i>RCIC</i>	
	Rakesh Mehta	<i>RCIC</i>		Rakesh Mehta	<i>RCIC</i>	
	Sandrine Ponpon-Kataully	<i>RCIC (B)</i>		Sandrine Ponpon-Kataully	<i>RCIC (B)</i>	
	Perminder Sidhu	<i>RCIC</i>		Perminder Sidhu	<i>RCIC</i>	
	Vicenzina (Enza) Buffa	<i>Pub Rep</i>		Vicenzina (Enza) Buffa	<i>Pub Rep</i>	
	Alisa Chaplick	<i>Pub Rep</i>		Alisa Chaplick	<i>Pub Rep</i>	
	Louis-Rene Gagnon	<i>Pub Rep (B)</i>		Louis-Rene Gagnon	<i>Pub Rep (B)</i>	
	Teddy Kwan	<i>Pub Rep</i>		Teddy Kwan	<i>Pub Rep</i>	

	Joanne Lau	<i>Pub Rep</i>		Joanne Lau	<i>Pub Rep</i>	
	Sonia Light	<i>Pub Rep</i>		Sonia Light	<i>Pub Rep</i>	
	Sabita Maraj	<i>Pub Rep</i>		Sabita Maraj	<i>Pub Rep</i>	
	Guy Marcel Nono	<i>Pub Rep (B)</i>		Guy Marcel Nono	<i>Pub Rep (B)</i>	
	Alicia Peters	<i>Pub Rep</i>		Alicia Peters	<i>Pub Rep</i>	
	Oriana Trombetti	<i>Pub Rep</i>		Oriana Trombetti	<i>Pub Rep</i>	

INDEPENDENT COMPLAINTS REVIEW OFFICER (IRCO)

Current			Proposed			Additions
	Lai-King Hum Barrister & Solicitor	<i>Pub Rep (B)</i>		Lai-King Hum Barrister & Solicitor	<i>Pub Rep (B)</i>	

MEMORANDUM

To: Board of Directors
From: Victoria Rumble,
Corporate Secretary
Re: Agenda Item 6 – Evaluation Results
Date: November 30, 2023

Summary:

The Board is asked to review the results of the Self-Assessment Performance evaluation questionnaires.

Requested Action:

For the information of Directors, no action required.

Discussion/Analysis:

Self-Assessment Performance evaluation questionnaires were sent to all Directors to complete. Based on the completed results, resulting heatmaps have been generated for the Board of Directors, the Finance and Audit Committee and the Governance and Nominating Committee.

Attachments:

Appendix A – Board Self Evaluation
Appendix B – Finance and Audit Self Evaluation
Appendix C – Nominating and Governance Self Evaluation



Board Performance Evaluation

November 2023

Background

The nine College Board Directors were asked to respond to the confidential Board Self Evaluation survey that was sent out by email on November 07, 2023. All nine Directors responded. Their responses have been compiled in this report.

Individual responses to multiple choice questions are represented in heat maps. A heat map graphically displays data with individual values represented as colors. It provides an immediate visual summary of information.

A glance through the heat maps shows where College Board Directors are very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied or very satisfied with statements in the survey.

Directors' comments in response to open-ended questions are also included.

Summary of Survey Results

This report is grouped into two sections:

1. Board Evaluation – Tabular Responses
2. Board Evaluation – Open-Ended Responses




































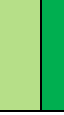




Section 1. Board Evaluation – Tabular Responses

Directors provided input to the Board’s performance in three areas: Role of the Board, Board Effectiveness and Code of Conduct and Conflict of Interests.



Heat Map Legend

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section A: Role of the Board

1.	Are you satisfied that Board members have a sufficient understanding of the College and how it operates?										
2.	Are you satisfied that the Board works functionally as a team?										
3.	Are you satisfied that the Board’s work plan supports the College mandate?										
4.	Are you satisfied that Board efforts advance the mission, purpose, values of the College?										

The Board Directors were asked the open-ended question: What could be done differently? Their comments are below.

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section B: Board Effectiveness










5.	Are you satisfied that a culture of openness and debate is promoted within the Board?									
6.	Are you satisfied that the Board spends most of its time on strategic issues?									
7.	Are you satisfied that Board members provided significant input in discussing the Strategic plan?									
8.	Are you satisfied that the Board is engaged in monitoring finances?									

The Board Directors were asked the open-ended question: What could be done differently? Their comments are below.

- The Board is demonstrating a stronger understanding and common approach to fulfilling its role which should continue to improve over time.
- The issues are complicated and not necessarily part our everyday life. I cannot share enough how much I appreciate the Board trainings that are provided at each Board meeting.
- Good discussions - additional input should be encouraged and fostered from existing RCICs on the Board.
- It would be interesting to have some tools to facilitate director discussions outside of board meeting.
- I think there should be additional board training on the topic of finances.

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section C: Code of Conduct and Conflict of Interests

9.	Are you satisfied that the Board has adequate procedures to manage potential conflicts of interest and confidential information?									
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The Board Directors were asked the open-ended question: What could be done differently? Their comments are below.

- With a better understanding of its role, the Board is becoming more effective which can be further improved through more frequent and open conversations between Board Directors both outside of and as part of formal meetings.
- Not sure about that one, but I wonder if a simple question is enough.

Section 2. Board Evaluation – Open-Ended Responses

Directors were asked to provide open-ended suggestions and comments for each of the sections in the Board Evaluation.

10. The Board's most significant achievement over the past year was:

- Providing substantive input, guidance, and approval for a new strategic plan.
- Building a positive rapport with the staff and amongst ourselves on the Board.
- Increasing our knowledge to understand the issues faced by the College and the SMT and to keep ourselves focused on governance and not operational.
- Approving the strategic plan.
- Contributions to the strategic plan.
- Ongoing preparation of the Transitional Board of Directors to transition to a permanent Board.
- Coming together quickly and working effectively in a transitional environment.
- Managing the transition without disruptions to governance processes.
- The completion and approval of the strategic plan.
- Produce the multi-year strategic plan.

11. The Board's most important priorities for next year are:

- Continue to support the College and SMT in fulfilling its mandate and interest of stakeholders, government, public and membership.
- Monitor, guide and assess Implementation of strategic planning objectives, particularly as they involve unauthorized representatives, including unlicensed education agents. Continuing to monitor and assess progress towards new regulations and ensure preparedness to review, renew and revise College bylaws and policies to reflect new regulations once finalized.
- Evolving KPIs, monitoring progress against KPI goals. Compensation Fund set up. Key policy review and refresh.
- Help the College get actively involved in tackling the issues of UAPs and student recruitment.
- Continuing to work effectively in support of the Strategic Plan until the Regulations are in place.
- To find an online tool/platform for better coordinating governance ideas and board training
- The newer areas of the strategic plan, particularly the focus on UAPs.
- Ensure that the plan continues to meet the requirements of CICC.



Finance and Audit Committee Evaluation

November 2023

Background

The College Committee members were asked to respond to the confidential committee Self Evaluation survey that was sent out by email on November 07, 2023. All Committee members responded. Their responses have been compiled in this report.

Individual responses to multiple choice questions are represented in heat maps. A heat map graphically displays data with individual values represented as colors. It provides an immediate visual summary of information.

A glance through the heat maps shows where College Committee members are very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied or very satisfied about statements in the survey.

Member's comments in response to open-ended questions are also included.

Summary of Survey Results

This report is grouped into two sections:

1. Committee Evaluation – Tabular Responses
2. Committee Evaluation – Open-Ended Responses

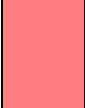



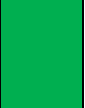
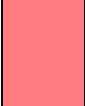



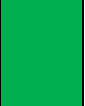




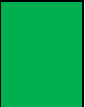
Section 1. Committee Evaluation – Tabular Responses

Committee members provided input to the Committee’s performance in three areas: Role of the Committee, Committee Effectiveness and Code of Conduct and Conflicts of Interest.







Heat Map Legend

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section A: Role of the Committee

1.	Are you satisfied that the Committee understands its duties and responsibilities?					
2.	Are you satisfied that the Committee has clearly documented duties and responsibilities?					
3.	Are you satisfied that the Committee has a work plan that is in accordance with the Committee mandate?					







The Committee Members were asked the open-ended question: What could be done differently? Their comments are below.

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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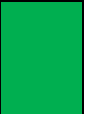
Section B: Committee Effectiveness

4.	Are you satisfied that the Committee spends most of its time on strategic issues?					
5.	Are you satisfied that a culture of openness and debate is promoted within the Committee?					

The Committee Members were asked the open-ended question: What could be done differently? Their comments are below.

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section C: Code of Conduct and Conflict of Interests

6.	Are you satisfied that the Committee has adequate procedures in place to manage potential conflicts of interest and confidential information?					
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The Committee Members were asked the open-ended question: What could be done differently? Their comments are below.

- Not sure about that one, but I wonder if a simple question is enough.

Section 2. Committee Members Evaluation – Open-Ended Responses

Committee members were asked to provide open-ended suggestions and comments for each of the sections in the Committee Evaluation.

7. The Committee's most significant achievement over the past year was:

- Ongoing monitoring of finances and forecasts.
- Review of important policies.
- Evolving risk management.
- Strong oversight of the financial situation of the College.
- The development of and the adherence to an appropriate committee work plan.

8. The Committee's most significant priorities for next year are:

- Ongoing monitoring of finances and forecasts.
- Review of important policies.
- Evolving risk management.
- Providing support with the evolution and monitoring of KPI's.
- Matching the financial decisions with the current and also growth/future directions of the College.
- Setting the scene for the FAC that will succeed the transitional FAC when the transitional period is over.



Governance and Nominating Committee Evaluation

November 2023

Background

The College Committee members were asked to respond to the confidential committee Self Evaluation survey that was sent out by email on November 07, 2023. All Committee members responded. Their responses have been compiled in this report.

Individual responses to multiple choice questions are represented in heat maps. A heat map graphically displays data with individual values represented as colors. It provides an immediate visual summary of information.

A glance through the heat maps shows where College Committee members are very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied or very satisfied about statements in the survey.

Member's comments in response to open-ended questions are also included.

Summary of Survey Results

This report is grouped into two sections:

1. Committee Evaluation – Tabular Responses
2. Committee Evaluation – Open-Ended Responses
















Section 1. Committee Evaluation – Tabular Responses

Committee members provided input to the Committee’s performance in three areas: Role of the Committee, Committee Effectiveness and Code of Conduct and Conflicts of Interest.


Heat Map Legend

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section A: Role of the Committee

1.	Are you satisfied that the Committee understands its duties and responsibilities?					
2.	Are you satisfied that the Committee has clearly documented duties and responsibilities?					
3.	Are you satisfied that the Committee has a work plan that is in accordance with the Committee mandate?					





The Committee Members were asked the open-ended question: What could be done differently? Their comments are below.

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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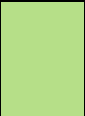

Section B: Committee Effectiveness

4.	Are you satisfied that the Committee spends most of its time on strategic issues?					
5.	Are you satisfied that a culture of openness and debate is promoted within the Committee?					

The Committee Members were asked the open-ended question: What could be done differently? Their comments are below.

 Left Blank	 Very Dissatisfied	 Dissatisfied	 Neither Satisfied nor Dissatisfied	 Satisfied	 Very Satisfied
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Section C: Code of Conduct and Conflict of Interests

6.	Are you satisfied that the Committee has adequate procedures in place to manage potential conflicts of interest and confidential information?					
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The Committee Members were asked the open-ended question: What could be done differently? Their comments are below.

- Not sure about that one, but I wonder if a simple question is enough.

Section 2. Committee Members Evaluation – Open-Ended Responses

Committee members were asked to provide open-ended suggestions and comments for each of the sections in the Committee Evaluation.

7. The Committee's most significant achievement over the past year was:

- Developing a Work Plan and supporting improved governance-related discussions and decision-making despite the ongoing context of uncertainty pending forthcoming regulations.
- The development of and adherence to an appropriate committee workplan.
- Keep abreast of changes that have evolved since creation of CICC.

8. The Committee's most significant priorities for next year are:

- Prepare to review, renew and revise College By-laws and policies in response to forthcoming regulations.
- Setting the scene for the GNC that will succeed the transitional GNC when the transitional period is over.
- Be aware of issues that need to be addressed as CICC continues to develop.

MEMORANDUM

To: Board of Directors
From: Victoria Rumble
Corporate Secretary
Re: Agenda Item 7 – Board Education and Development
Date: November 30, 2023

Summary:

The results of a director survey is provided for review to assist in the development of a Board education plan.

Requested Action:

For the information of Directors. No action required.

Discussion/Analysis:

All Directors were surveyed regarding their preferences for future Board education topics. While several Directors indicated that a “refresher” on basic topics would be most beneficial, others suggested very specific topics.

Comments received are summarized in the appendix.

Attachment:

Appendix – Responses to Board Education Survey



RESPONSES TO BOARD EDUCATION SURVEY

Governance	
1.	Role of the Board: <ul style="list-style-type: none"> (a) Fiduciary duty (b) General governance matters (c) Identifying and resolving conflicts of interest (d) Financial statements (e) Board/management relationship (f) Risk management – organizational; Director liability
Canadian Immigration Ecosystem	
1.	Constitutional Jurisdiction
2.	Key immigration pathways
3.	Current issues for licensees
Regulation	
1.	Self-regulatory approaches
2.	Role of the College
3.	Other Canadian SROs operating in Canada - challenges and learning opportunities?

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda item 9 – Appointment of Auditor**

Date: **November 30, 2023**

Summary:

The Finance and Audit Committee (FAC) recommends the re-appointment of Goodman Mintz, LLP, Chartered Professional Accountants, Licensed Public Accountants, as Auditors of the College for FY2024.

Requested Action:

THAT:

that the re-appointment of Goodman Mintz, LLP, Licensed Public Accountants, as Auditor of the College for the financial year ended June 30, 2024, be and is hereby approved, with immediate effect.

Discussion/Analysis:

The By-law requires the Board to appoint the Auditors of the College. FAC recommends that the current auditors, Goodman Mintz, LLP be re-appointed as the Auditors of the College for FY2024.

Goodman Mintz, LLP was first appointed as Auditors of the Council (predecessor to the College) in 2020. Auditor performance reviews conducted by FAC each year have been uniformly positive. Therefore, FAC recommends that Goodman Mintz, LLP be recommended to the Board for re-appointment as College auditors for FY2024. Management also supports this recommendation.

Committee Response

A scheduled FAC meeting was canceled for lack of quorum. All FAC members passed a resolution in writing via return email concluding at 4:30 pm ET Wednesday November 15, 2023.

Attachment:

Appendix A – Copy of Correspondence dated Friday, November 10, 2023

Victoria Rumble

From: Victoria Rumble
Sent: Friday, November 10, 2023 2:51 PM
To: Jennifer Henry; John Burke ; Marty Baram; Normand Beaudry; Timothy D'Souza
Cc: John Murray; Russ Harrington
Subject: College FAC Resolution for Consideration - Please respond by Wednesday, November 15, 2023

This message is sent on behalf of Tim D'Souza, Chair, Finance and Audit Committee, College of Immigration and Citizenship Consultants.

Dear fellow Committee Members,

As a suitable date before the Annual General Meeting to reschedule the Finance and Audit Committee meeting of November 09, 2023 could not be arranged, it is important that we address key matters electronically. The most important matter relates to our appointment of the College's auditors.

Appointment of College Auditors for FY2024

Summary:

The Finance and Audit Committee (FAC) is asked to recommend the appointment of the Auditor for the College for FY2024 to the Board of Directors.

Requested Action:

THAT

that the re-appointment of Goodman Mintz, LLP, Licensed Public Accountants, as Auditor of the College for the financial year ended June 30, 2024, be and is hereby recommended to the Board of Directors.

Discussion/Analysis:

The By-law requires the Board to appoint the Auditors of the College. The Finance and Audit Committee recommends that the current auditors, Goodman Mintz, LLP be re-appointed as the Auditors of the College for FY2024.

Goodman Mintz, LLP was first appointed as Auditors of the Council (predecessor to the College in 2020.) Auditor performance reviews conducted by FAC each year have been uniformly positive. Therefore, it is appropriate for FAC to recommend that Goodman Mintz, LLP be recommended to the Board for re-appointment as College auditors for FY2024. Management also supports this recommendation.

Committee Response

I ask FAC members to indicate their approval of or opposition to this resolution via return email by 4:30 pm ET Wednesday November 15, 2023. The results of this resolution will be included in the materials for the meeting of the Board of Directors to be held on Thursday November 30, 2023.

Thank you for your continued support.

Tim D'Souza
Chair, Finance and Audit