



BOARD OF DIRECTORS

MEETING MATERIALS FOR
DECEMBER 5, 2024

Board of Directors Meeting
Thursday December 5, 2024 1:00 pm ET
Sheraton Laval Hotel, Laval, Quebec and via Zoom

Board of Directors

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

Management

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

Ministerial Observer

Peter Christensen, Assistant Director,
 Admissibility, Immigration, Refugees and
 Citizenship Canada
 Chelsea Douglas, Director, Migration Control
 and Horizontal Policy

Nithiya Paheerathan, Coordinator, Board
 Administration and Recording Secretary

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
1	1:00 pm 2 mins	Welcome and Introductory Remarks a) Land Acknowledgement b) Introductions c) Conflict of Interest	Stan Belevici	Discussion
2	1:02 pm 1 min	Approval of Proposed Agenda	Stan Belevici	Approval (motion)
3	1:03 pm 2 mins	Approval of Consent Agenda Tab A Minutes of Board meeting of September 26, 2024 Minutes of Board meeting of October 28, 2024 Tab B Report of the Governance and Nominating Committee Tab C Report of the Finance and Audit Committee Tab D Report of the CEO Performance Review and Evaluation Committee Tab E Schedule of Board and Committee Meetings Tab F Independent Complaints Review Officer’s Q4 Report September 2024	Stan Belevici	Approval (motion)

4	1:05 pm 10 mins	Report of the Chair	Stan Belevici	Discussion
Management Reports				
5	1:15 pm 10 mins	Report of the CEO	John Murray	Discussion
6	1:25 pm 10 mins	Report: Professional Standards, Research, Education and Policy Tab G Report of the Professional Standards, Research, Education and Policy	Beata Pawlowska	Discussion
7	1:35 pm 5 mins	Report: Registration Department Tab H Report of the Registration Department	Cathy Pappas	Discussion
8	1:40 pm 10 mins	Report: Professional Conduct Department Tab I Report of the Professional Conduct Department	Laura Halbert	Discussion
9	1:50 pm 10 mins	Report: Communications and Stakeholder Relations Department Tab J Report of the Communications and Stakeholder Relations Department	Jessica Freeman	Discussion
10	2:00 pm 10 mins	Report: Chief Operating Officer Tab K Report of the Chief Operating Officer	Russ Harrington	Discussion
Sustainability				
11	2:10 pm 5 mins	Appointment of Auditor Tab L Resolution Appointment of Auditor	Tim D'Souza	Approval (motion)
12	2:15 pm 5 mins	Authorized Signing Officers Tab M Confirmation of the Authorized Signing Officers	Tim D'Souza	Approval (motion)
13	2:20 pm 10 mins	Risk Mitigation Tab N Draft Risk Mitigation Register	Tim D'Souza Victoria Rumble	Discussion
14	2:30 pm 5 mins	Terms of Reference Tab O CEO Performance Review and Evaluation Committee Terms of Reference	Stan Belevici	Approval (motion)
2:35 pm Break (10 mins)				
Governance				
15	2:45 pm 10 mins	Approval of Proposed Code Amendments Tab P Proposed Code Amendments	Ben Rempel John Murray	Approval (motion)
16	2:55 pm 10 mins	Approval of Draft By-laws Tab Q Resolution Re. By-laws	Ben Rempel John Murray	Approval (motion)
17	3:05 pm 10 mins	Approval of Governance Policy Tab R Draft Meeting and Agenda Development Policy	Stan Belevici	Approval (motion)
18	3:15 pm 10 mins	Board Development Plan Tab S Summary of Board Development Proposals	Ben Rempel	Discussion

19	3:25 pm 10 mins	Approval of Annual Review of Committee Membership Tab T Proposed Appointments to Standing Committees Finance and Audit Committee Governance and Nominating Committee CEO Performance Review and Evaluation Committee Tab U Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer	Ben Rempel	Approval (motion)
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General Information

20	3:35 pm 5 mins	Board of Directors Meeting Date: March 19 & March 20, 2025 Location: Burlington, ON	Stan Belevici	Discussion
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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 1:30 PM, AT, Thursday, September 26, 2024
At The Westin Nova Scotian, Halifax, NS and via Zoom**

Board of Directors:

Stan Belevici, RCIC-IRB (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:

Peter Christensen, Assistant Director, Admissibility,
Immigration, Refugees and Citizenship Canada

*(Via Teleconference)

Management:

John Murray, President & CEO
Russ Harrington, Chief Operating Officer
Jessica Freeman, Director, Communications and
Stakeholder Relations
Laura Halbert, Director, Professional Conduct
Chris Langlois, Associate Director, Strategic
Initiatives*
Cathy Pappas, Director, Registration
Beata Pawlowska, Director, Professional Standards,
Research, Education and Policy
Joyce Chow Ng, Controller*
Fiona Damani, Assistant Controller*
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

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 1:30 pm AT.

a) Land Acknowledgement

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

c) Conflict of Interest Declaration/Confidentiality

The Chair asked for declarations of conflict of interest regarding agenda items. None were declared. He stated the meeting will involve the discussion of confidential information. By participating, Members agree to keep all information shared strictly confidential and not disclose it to anyone outside of the Committee without explicit permission.

2. APPROVAL OF AGENDA

The Chair referred to the agenda distributed in advance of the meeting. The Chair called for a motion to approve the meeting agenda.

Moved by John Burke, seconded by Richard Dennis:

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

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

The Chair referred to the Consent agenda distributed in advance of the meeting. There were requests from Directors to move the following from the Consent agenda to the main agenda for discussion:

- Minutes of Board meeting of June 20, 2024,
- Independent Complaints Review Officer's Q4 Report June 2024,
- Board of Director and Committee Member Compensation Policy.

The Chair asked for a motion to approve the remaining 5 items contained therein.

Moved by Marty Baram, seconded by Ben Rempel:

BE IT RESOLVED THAT the 5 items contained in the Consent agenda, as presented, be and are hereby approved:

1. Report of the Governance and Nominating Committee,
2. Report of the Finance and Audit Committee,
3. Report of the CEO Performance Review and Evaluation Committee
4. Report on the Research Symposium 2024
5. Revised Board of Directors and Committee Member Expense Policy

CARRIED

4. REPORT OF THE CHAIR

The Chair opened the meeting with a report on recent developments and upcoming agenda items. He highlighted the College's progress and achievements, challenges faced and commitment to excellence.

The Chair reported on the significant strides the College has made in enhancing the efficiency of its complaint resolution process, highlighting the College's commitment to accountability, professional standards, and its role as a compassionate regulator. He stated that there has been progress on strategic initiatives, including updating the College's By-Laws. He noted that a training session led by Scott Baldwin provided insights into best practices, supporting the continuous learning and development of Board members. He highlighted that the organization successfully hosted a symposium that attracted international participants, fostering discussions on migration trends and regulatory best practices.

The Chair emphasized that there is a need to provide more guidance to practitioners on navigating emerging technical challenges, particularly with the growing use of artificial intelligence in the field and that the organization recognizes the importance of compassionate regulation. He indicated that unregulated use of AI by consultants poses potential risks regarding the accuracy and ethical use of technology, necessitating the development of a responsible strategy.

He reiterated that the organization remains committed to maintaining high professional standards which includes regularly reviewing policies, enhancing communication with licensees, and that consultants operate ethically and competently. In closing he advised that the ongoing efforts aim to uphold the integrity of the profession and contribute positively to Canada's immigration system.

5. UPDATE ON STRATEGIC PLAN INITIATIVES

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

John Murray referred to the documents distributed in advance of the meeting and presented on the progress made on the Strategic Plan initiatives for the previous quarter ending June 30, 2024. He reported that the College plans to continue refining its quality management program, exploring sophisticated modes for risk assessment, and enhancing collaboration with international regulators. He indicated that there is ongoing development of research capability to support policy-making efforts as new By-Laws are created.

The Directors posed questions and made suggestions regarding the content presented. The Directors proposed several formatting changes to the printed report. Overall, they expressed their appreciation for the progress achieved to date. After the discussion, Directors proposed a motion.

WHEREAS, the College has demonstrated a strong commitment to protecting the public interest by actively combating Unauthorized Practitioners (UAPs); and

BE IT RESOLVED THAT the Board of Directors wishes to acknowledge and commend the College's outstanding work in this critical area.

CARRIED

The Chair thanked John Murray for his report.

6. UPDATE ON COLLEGE BY-LAWS/UPDATE ON COLLEGE ACT REGULATIONS

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

Ben Rempel provided an update on the by-laws and regulations anticipated for prepublication on November 1, 2024. He reported that GNC will hold several meetings prior to the December Board 2024 meeting to continue drafting and refining the draft By-Laws.

The Chair thanked Ben Rempel for his report.

UPDATE ON COLLEGE ACT REGULATIONS

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

John Murray stated that a complete package of draft By-Laws will be presented at the December 5, 2024, Board meeting for preliminary review. He reported that the proposed draft By-Laws have been provided to GNC for review and input. He reiterated that the approved drafts would be given to the Department of Justice (DOJ) for review and final approval once completed.

John Murray stated that management was preparing to hold webinars for licensees and stakeholders on the regulations post republication.

The Chair thanked Ben and John Murray for their report.

7. APPROVAL OF ANNUAL GENERAL MEETING DETAILS

The Chair called upon Ben Rempel, Chair, GNC to report. He referred to the documents distributed in advance of the meeting. He updated the members the Annual General Meeting (AGM) will be held at Sheraton Laval Hotel, Laval, Quebec on December 5, 2024. The Chair proposed that the record date for determining which licensees are entitled to receive notice of and vote at the AGM be set as November 4, 2024.

Moved by Ben Rempel, seconded by Normand Beaudry:

BE IT RESOLVED THAT the Record Date for the 2024 AGM be and is hereby set as November 4, 2024.

CARRIED

The Chair thanked Ben Rempel for his report.

8. APPROVAL OF COLLEGE GOVERNANCE POLICY – DRAFT BOARD OF DIRECTORS EDUCATION POLICY

The Chair called upon Ben Rempel Chair, GNC to report. He referred to the documents distributed in advance of the meeting. He stated that at the Board meeting on June 20, 2024, Directors discussed developing a Board Education Policy. He informed that the GNC reviewed a draft policy focusing on 3 subject matters, Governance, Canadian Immigration Ecosystem, and Regulation. He advised that the future drafts could include a more robust section on individual Director development.

Directors engaged in a discussion offering suggestions to enhance its effectiveness. Directors suggested tailoring the education plan based on training levels for effective committee participation in alignment with the education needs for their specific roles and responsibilities within the Committees.

It was emphasized that each director' should take responsibility for their own ongoing education to be updated with the latest knowledge and skills for their roles. Directors proposed identifying development opportunities based on an updated skill matrix. This matrix would help in assessing the current skills and competencies of the Board members and identifying gaps that need to be addressed through targeted educational programs.

Following deliberation, the Chair called for a motion to approve the policy.

Moved by Ben Rempel, seconded by Jyoti Singh:

BE IT RESOLVED THAT the Draft Board of Directors Education Policy, in the form presented, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Ben Rempel for his report.

9. ANNUAL PERFORMANCE EVALUATIONS

The Chair called upon Ben Rempel Chair, GNC to report. He referred to the documents distributed in advance of the meeting. He reported that GNC had reviewed the draft Annual Performance Self-evaluations which will be distributed to all Directors for completion. Directors noted the expanded draft surveys and agreed that the expanded surveys over the previous years would help to gain more valuable and comprehensive insights into Board performance.

The Chair thanked Ben Rempel for his report.

10. REVIEW OF THE UNAUDITED FINANCIAL RESULTS FOR YEAR ENDED JUNE 30, 2024

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

Tim D'Souza referred to the materials distributed in advance of the meeting and presented the Unaudited Financial Statements for the year ended June 2024. Directors posed questions regarding the statement and inquired as to the reasons for cost overrun on the Enterprise Management System. Managed reported that there were additional costs associated with mandatory modifications to the system.

The Chair thanked Tim D'Souza for his report.

11. APPROVAL OF SIGNING OFFICER POLICY

The Chair called upon Tim D'Souza, Chair, FAC, to report. He referred to the materials distributed in advance of the meeting. He reported that the current Signing Officer Policy was approved by the Board on September 28, 2023. He advised that the amendment includes the addition of Chris Langlois, Associate Directors, Strategic Initiatives as an Authorized Signing Officer. Tim D'Souza reported that FAC had reviewed the policy at their meeting and was in agreement with the proposed amendment.

Directors inquired as to any risks of having this prominent level of signing authority for a new position to which management responded there was a requirement to have Signing Authority of this level to allow for expedite signing in the absence of other signing officers. He reported that the risk is mitigated due to the requirement of two signatures.

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

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

CARRIED

The Chair thanked Tim D'Souza for his report.

12. APPROVAL OF RESTRICTED NET ASSETS ALLOCATION

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

Tim D'Souza referred to the materials distributed at the meeting. He reported that the Committee endorses management's recommendation regarding the allocation of net assets. He noted that this decision is being made without the benefit of historical data or existing regulations for the compensation fund. Management suggested that a more accurate allocation can be determined once the compensation fund is finalized. Following this explanation, the Chair called for a motion to approve the presented Net Assets allocation.

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

BE IT RESOLVED THAT the Net Assets allocation presented below, be and is hereby approved with immediate effect:

- The replenishment of the IT Infrastructure Development Restricted Net Asset in the amount of \$3.5 million.
- The establishment of the Compensation Fund Restricted Net Asset in the amount of \$10 million
- The reduction of the D&O Liability Coverage and Immunity from Civil Litigation Restricted Net Asset from \$4 million to \$2 million.
- No replenishment of the Transition to College Restricted Net Asset.

CARRIED

The Chair thanked Tim D'Souza for his report.

13. OTHER BUSINESS

There was a question raised by the Directors as to the status of the Draft Risk Register. Tim D'Souza responded that FAC reviewed a draft risk register and approved the format. Management reported that the final draft risk register will be presented at the next Board meeting.

The ICRO report was removed from the Consent Agenda for a discussion. The Directors advised that the number of cases was provided but it would be helpful to provide historical information for perspective. Management agreed to provide the report as required by the Directors.

Directors discussed the Compensation Policy from the Consent Agenda. After a discussion, Directors stated that section 1.3 to be amended to reflect that Directors will not get travel compensation payment for hybrid meetings. There was an inquiry by the Director regarding section 1. a of the Compensation Policy regarding activity claims submission. The Corporate Secretary confirmed that Directors are responsible for submitting any activity that is not documented in minutes. The Chair called for a motion to approve the Compensation Policy as amended.

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

BE IT RESOLVED THAT the Revised Board of Directors and Committee Member Compensation Policy, as amended, be and is hereby approved with immediate effect.

CARRIED

14. NEXT MEETING AND TERMINATION

The next meeting of the Board of Directors will be held via Zoom on October 28, 2024. The Annual General Meeting and the Board of Directors meeting will be held in-person and via Zoom on December 5, 2024, in Laval, Quebec.

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

Moved by Ben Rempel, seconded by Jennifer Henry:

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

15. IN-CAMERA SESSION – OUTSTANDING LITIGATION

The Chair called upon John Murray to provide an update on outstanding litigation, and he answered questions posed by the Directors.

The Chair thanked John Murray for his report.

IN-CAMERA SESSION MOTIONS

On a motion duly made, seconded and carried

BE IT RESOLVED THAT

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

CARRIED

16. TERMINATION

On a motion duly made, seconded and carried.

BE IT RESOLVED THAT the meeting be and is hereby terminated at 4:55 PM AT.

CARRIED

Stan Belevici, RCIC-IRB
Chair

Nithiya Paheerathan
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 presented.	1
2	Consent Agenda	<p>RESOLVED THAT the 5 items contained in the Consent agenda, as presented, be and are hereby approved:</p> <ol style="list-style-type: none"> 1. Report of the Governance and Nominating Committee, 2. Report of the Finance and Audit Committee, 3. Report of the CEO Performance Review and Evaluation Committee 4. Report on the Research Symposium 2024 5. Revised Board of Directors and Committee Member Expense Policy 	2
	Update of Strategic Plan Initiatives	RESOLVED THAT the Board of Directors officially praised the College for its outstanding efforts in combating Unauthorized Practitioners (UAPs).	3
7	Approval of Annual General Meeting Details	RESOLVED THAT the Record Date for the 2024 AGM be and is hereby set as November 4, 2024. Committee of the College with immediate effect.	4
8	Approval of College Governance Policy	RESOLVED THAT the Draft Board of Directors Education Policy, in the form presented, be and is hereby approved with immediate effect.	5
11	Approval of Signing Office Policy	RESOLVED THAT the Revised Signing Officer Policy, in the form presented, be and is hereby approved with immediate effect.	6
12	Approval of Restricted Net Assets Allocation	<p>RESOLVED THAT the Net Assets allocation presented below, be and is hereby approved with immediate effect:</p> <ul style="list-style-type: none"> • The replenishment of the IT Infrastructure Development Restricted Net Asset in the amount of \$3.5 million. • The establishment of the Compensation Fund Restricted Net Asset in the amount of \$10 million • The reduction of the D&O Liability Coverage and Immunity from Civil Litigation Restricted Net Asset from \$4 million to \$2 million. • No replenishment of the Transition to College Restricted Net Asset. 	7

Resolution	Agenda Item	Topic	Motion
	Approval of Revised Board of Director and Committee member Compensation Policy	RESOLVED THAT the Revised Board of Directors and Committee Member Compensation Policy, as amended, be and is hereby approved with immediate effect.	8
14	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	9
15	In-camera session be moved to the open session and the Board resume in open session	RESOLVED THAT 1. To close the in-camera session and, 2. Move the meeting into open session.	10
16	Termination	RESOLVED THAT the meeting be and is hereby terminated at 4:55 PM AT.	11

**Minutes of a Meeting of the Board of Directors
of the College of Immigration and Citizenship Consultants
Held at 1:00 PM, ET, Monday, October 28, 2024, via Zoom**

Board of Directors:

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

Management:

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

Ministerial Observer:

Peter Christensen, Assistant Director, Admissibility, Immigration, Refugees and Citizenship Canada

Nithiya Paheerathan, Coordinator, Board Administration and Recording Secretary

Guests:

Lynn Stivaletti, Principal, Doane Grant Thornton LLP
Kashif Khan, Manager, Doane Grant Thornton LLP

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 1:04 pm ET.

a) Land Acknowledgement

The Chair acknowledged the land on which they gathered was part of the traditional territories of many nations covered by 70 treaties and other agreements. He expressed gratitude to those who have cared for these territories over time. The Chair noted that he was conducting the meeting from the Montreal, QC and that the College was in the City of Burlington.

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.

c) Conflict of Interest Declaration/Confidentiality

The Chair asked for declarations of conflict of interest regarding agenda items. None were declared. He stated the meeting will involve the discussion of confidential information. By participating, Members agree to keep all information shared strictly confidential and not disclose it to anyone outside of the Committee without explicit permission.

2. APPROVAL OF AGENDA

The Chair referred to the agenda distributed in advance of the meeting. The Chair called for a motion to approve the meeting agenda.

Moved by Marty Baram, seconded by John Burke:

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

CARRIED

3. DRAFT AUDITED ANNUAL FINANCIAL STATEMENTS AND DRAFT AUDITORS' REPORT

The Chair called upon Tim D'Souza, Chair, Finance and Audit Committee (FAC) to report. He called upon Russ Harrington, Chief Operating Officer to introduce Lynn Stivaletti, Principal, and Kashif Khan, Manager, Doane Grant Thornton, LLP.

Lynn Stivaletti referred to the documents circulated in advance of the meeting and presented the Audited Financial Statements 2023/24. She stated the statements received a clean audit opinion, indicating that they present a fair and accurate picture of the organization's financial position and performance.

The Directors engaged in a detailed discussion regarding the accounting standards employed by the College focusing on the distinction between Accounting Standards for Not-for-Profit Organizations (ASNPO) and Public Sector Accounting Standards (PSAS). Lynn Stivaletti confirmed that the College's audit was conducted in accordance with ASNPO as the College is not controlled by a government.

Tim D'Souza stated management had obtained a legal opinion, which (FAC) had reviewed and expressed comfort with the conclusions and advice provided in the legal opinion.

There were discussions regarding the changes to the accounting system resulting from the newly implemented enterprise management system. It was noted that the revenue from the Mentorship program was lower due to timing issues related to the integration challenges with the new system.

Lynn Further discussions included board members appointment by the government, potential future changes to appointment letters, and emphasis on maintaining the College's independence.

Lynn Stivaletti requested confirmation from College management and the Directors that no fraud or illegal acts have been committed against the College. In response to the query, the Committee and management confirmed that to their knowledge no fraud or illegal acts had been committed against the College.

The Board reviewed the Audited Financial Statements and acknowledged the work done by the Auditors and Management.

Moved by Tim D'Souza, seconded by Jyoti Singh:

BE IT RESOLVED THAT

1. the draft audited financial statements of the College for the year ended June 30, 2024, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved; and

2. the Chair of the Board and the Chair of the FAC 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 Lynn Stivaletti and Kashif Khan for their report.

4. NEXT MEETING AND TERMINATION

The next meeting of the Board of Directors and Annual General Meeting will be held in-person and via Zoom on December 5, 2024, in Laval, Quebec.

5. TERMINATION

Moved by Normand Beaudry, seconded by Marty Baram:

BE IT RESOLVED THAT the meeting be and is hereby terminated at 1:45 PM ET.

CARRIED

Stan Belevici, RCIC-IRB
Chair

Nithiya Paheerathan
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.	1
3	Draft Audited Annual Financial Statements and Draft Auditors' Report	<p>RESOLVED THAT</p> <ol style="list-style-type: none"> 1. the draft audited financial statements of the College for the year ended June 30, 2024, together with the Independent Auditors Report thereon, each in the form presented to the Board, be and are hereby approved; and 2. the Chair of the Board and the Chair of the FAC be and are hereby authorized to sign the Statement of Financial Position forming part of such financial statements to evidence such approval. 	2
5	Termination	RESOLVED THAT the meeting be and is hereby terminated at 1:45 PM ET.	3

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Consent Agenda Item – Report of the Governance and Nominating Committee**
Date: **December 5, 2024**

Summary:

The Governance and Nominating Committee (GNC) met on the following dates:

- November 5, 2024
- November 19, 2024
- November 26, 2024

Requested Action:

This memorandum is for the information of Directors only. Specific GNC items requiring discussion or Board approval are included on the Board meeting Agenda specifically under items 15, 16, 17, 18 and 19.

Discussion/Analysis:

The following topics were discussed during the GNC meetings, dates as identified above.

Governance and Nominating Committee Workplan:

GNC conducted a review of its current workplan and assessed the newly developed workplan for the 2025 session, which will be presented at a future Board of Directors meeting.

Update on College By-Laws:

GNC received and carefully reviewed revised drafts of By-Laws 1 through 10. During their examination, Committee members provided valuable input and raised several questions regarding the content and implications of the By-Laws.

After thorough discussion and consideration, the Committee reached a consensus that the draft By-Laws were sufficiently developed to be presented for Board review.

Policies:Meeting and Agenda Development

GNC examined a proposed *Meeting and Agenda Development* policy aimed at establishing a standardised approach for creating, organizing, and disseminating Board and Committee agendas. After thorough review the Committee recommended a motion for the board to approve this policy at the upcoming December 5, 2024, meeting.

Board of Director and Committee Member Compensation

GNC conducted a comprehensive review of two proposals for a compensation study aimed at ensuring the Board's remuneration remains competitive and aligned with current market standards. After a thorough evaluation of the proposals the Committee made the decision to engage Korn Ferry.

Board Evaluation Results:

The Committee reviewed the result of the self-evaluations submitted by the Directors and engaged in a discussion regarding the areas identified for potential improvement.

Development:DirectorPrep

GNC reviewed the results of the completed surveys distributed to the directors. Out of the 8 Directors who participated in the survey, the majority expressed that they found DirectorPrep to be a valuable tool for board development indicating their preference to continue the subscription for one year.

Proposed Appointments to Standing Committees

The Committee examined the proposed membership to the Standing Committees of the Board. Following this review, they recommended a motion be presented at the Board meeting of December 5, 2024, to appoint the members.

Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer

GNC also reviewed the proposed membership of the Tribunal Committee and considered the re-appointment of the Independent Complaints Review Officer (IRCO). Following this review, they recommended a motion be presented to the Board at the December 5, 2024, to appoint of new members to the Tribunal Committee, reappoint the current members and to reappoint the ICRO.

References:

Tab P – Proposed Code Amendments

Tab Q – Resolution re. By-laws

Tab R – Draft Meeting and Agenda Development Policy

Tab S – Summary of Board Development Proposals

Tab T – Proposed Appointments to Standing Committees

Tab U – Proposed appointments to Tribunal Committee and Independent Complaints Review Officer

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Consent Agenda Item – Report of the Finance and Audit Committee**
Date: **December 5, 2024**

Summary:

The Finance and Audit Committee (FAC) met on the following dates:

- October 2, 2024
- November 14, 2024

Requested Action:

This memorandum is for the information of Directors only. Specific FAC items requiring discussion or Board approval are included on the Board meeting Agenda specifically under items 11,12, and 13.

Discussion/Analysis:

The following topics were discussed during the FAC meetings, dates as identified above:

Consent Agenda

- The compliance statement indicated that there were no areas of non-compliance. FAC accepted this report as presented.
- Investment Results for the period ending September 30, 2024, show returns consistent with expectations. No concerns with the investment results were noted and FAC accepted the results as tabled.
- Confirmation of Authorized Signing Officers - no concerns with the range of signing officers and those named and accepted the briefing as presented.

Review of the Financial Results for period ended September 30, 2024:

Management presented the financial results for the period ending September 30, 2024, providing an overview of the organization's financial performance. The presentation focused on comparing actual results against budgeted projections highlighting key drivers that contributed to any variances. The Committee thoroughly reviewed the statements and posed questions for clarification.

The Committee provided suggestions to management on future reporting. These suggestions were conveyed during and after the FAC meetings. The suggestions include the following:

- (a) FAC members expressed that it would be useful to provide a short summary of the key drivers of the revenue and expense variances – a story that accounts for the bulk of the differences;
- (b) FAC also suggested that it may make sense to give additional thought into variances that are expected to be permanent or temporary – and for management to be able to provide additional support for any such labels if asked;
- (c) FAC encouraged management, at the end of each Q1 financial report, to share insights and information on any factors that may push revenue and expenses materially up or down. This can be expressed as qualitative statements in an 'Outlook' for the year. FAC members recognized that it would not be practical for management to prepare a formal estimate – a Forecast – of what revenue and expenses might look like for the full year, if different from Budget values, given that there is only one quarter of actuals. The qualitative information that would be contained in any 'Outlook' would be helpful;
- (d) Finally, FAC also requested that as part of the more formal revenue and expense prediction for the year that is expected to take place after Q2 closes – information contained in a formal "Forecast" – that a connection be made to revenue and expense variances flagged as permanent or temporary management would have flagged in its Q1 and Q2 variance reports.

The FAC Chair thanked management for the hard work, the insights and analysis shared with the pre-read package and in response to questions. FAC members noted that the quality of the financial reports continues to evolve and is stronger now than it has ever been in the past.

Review of the Audited Financial Results for year ended June 30, 2024:

Grant Thornton, LLP representatives Lynn Stivaletti, Principle and Kashif Khan, Manager presented the draft audited financial statements for the fiscal year ending June 30th, 2024, to the Committee. The Committee members engaged in a thorough review, posing various questions to gain clarity on the financial results. After careful examination and discussion, the Committee accepted the draft financial statements and recommended a motion for approval by the Board at the upcoming meeting on October the 28th, 2024.

Auditor Performance Evaluation Form:

FAC conducted a thorough review of the auditor performance evaluation forms completed by both Committee members and management. Their analysis revealed that management's assessment was more favorable compared to the Committee's feedback. FAC members posed questions to management to gain better understanding of the drivers of the difference here – and through the discussion obtained additional insight.

During their discussion FAC acknowledged the challenges highlighted by management regarding the use of what was essentially a new auditor. Despite these challenges the Committee concluded that the overall feedback was positive.

Approval of Auditors for F2024/25:

FAC considered industry standards for when to change auditors (historically every 5-7 years, though now the timeframe seems to be extending to every 7-9 years, with a change in partner occurring once or more during the updated timeframe). FAC also noted that while Lynn Stivaletti remained as the lead on our file, given the new processes and practices she was working with under Grant Thornton Doane, Lynn Stivaletti was, in some ways, acting in a different role. The Committee also noted that other team members on our audit file were different. Members felt that this allowed for a fresh perspective to be brought to our audit this year.

The Committee then further discussed the Auditor's performance and evaluated the quality of the Audited Financial Statements. Through a motion FAC passed, it endorsed the re-appointment of Grant Thornton Doane as the College's auditors and recommended that the Board approve a similar motion at its upcoming meeting on December 5, 2024.

Restricted Funds Allocation:

FAC carefully examined the restricted funds allocation framework presented by management. During their deliberations, members focused on determining the appropriate level of restricted funds, considering the current allocation of five months worth of funds. After a thorough discussion, the Committee instructed management to collect information on what similar organizations have established – what range of reserve funds are in use and what are the target and actual funding levels. FAC also indicated an interest in having any deviation from what is suggested by this research to be anchored in risk analysis – those insights into the need to move away from best practices be a function of perceived risk. Finally, FAC decided to postpone the development of a formal policy on restricted funds allocation until after the implementation of the new regulations.

Risk Mitigation:

FAC conducted a comprehensive review of the draft risk mitigation register. During their examination, the Committee assessed the 19 identified risks and acknowledged the thoroughness of the document. Committee members provided input to enhance the clarity of the presented risks.

FAC was very pleased. Members expressed their appreciation to the management team with special recognition given to the corporate secretary for her efforts. The Committee noted the significance progress made in developing this risk mitigation tool highlighting its importance in the organizations overall risk management strategy.

FAC members also suggested ways the risk material could be even stronger. First, members suggested the inclusion of additional risks, suggesting, as examples, a few additional risks that ought to be considered. Second, members thought it useful to order the risks in terms of importance – ranked from highest to lowest. Third, members believed a fulsome risk register exist (with a broad range of risks listed and assessed) – but that in any given reporting cycle, FAC and the Board could focus its attention on those flagged in a Risk Report (a top ten or top 5 listing).

Approval of Annual Workplan:

FAC reviewed the draft workplan for 2025/26 and adjusted the plan based on their discussion of the Reserve Funds Framework.

Finance and Audit Committee Membership 2025/26:

FAC reviewed the current membership and noted the member's willingness to continue serving on the Committee. They discussed the possibility of modifying the membership section of the Terms of Reference which could include increasing the size of the Committee. The Chair also inquired whether any members were interested in taking on the role of Vice-Chair. After the meeting concluded, one member expressed an interest in serving as Vice-Chair and that member will be proposed to serve in that function at the upcoming Board meeting.

References

Tab L – Resolution Appointment of Auditor

Tab M – Confirmation of the Authorized Signing Officers

Tab N – Draft Risk Mitigation Register

MEMORANDUM

To: **Board of Directors**

From: **Stan Belevici**
Chair, CEO Performance Review and Evaluation Committee

Re: **Consent Agenda Item – Report of the CEO Performance Review and Evaluation Committee**

Date: **December 5, 2024**

Summary:

The CEO Performance Review and Evaluation Committee met on November 21, 2024, to, inter alia, finalize the CEO Goals for F2025.

Requested Action:

For the information of Directors only. Specific Committee proposals requiring Board approval are included on the Board meeting Agenda under item 14.

Discussion/Analysis:

The following topics were discussed:

Draft CEO Goals for F2025: The Committee discussed the revised CEO Goals for F2025 prepared by the CEO. The Committee provided guidance on articulating the Goals to align more closely with the priorities outlined in the Strategic Plan and adding additional measurable elements that would indicate progress toward goal achievement. The revised Goals will be recommended to the Board for approval. This has been included on the December 5, 2024 Board Meeting Agenda as Agenda Item 20.

College Succession Planning: The Committee reviewed the CEO's succession plans for key staff roles within the College.

Committee Terms of Reference: The Committee noted that its Terms of Reference required annual review and discussed several possible amendments. After discussion, it was agreed that the Committee would ask the Board for financial resources to engage a consultant to provide advice on the Committee's future mandate and responsibilities. Consideration of this request has been included on the December 5, 2024, Board Meeting Agenda as Agenda Item 14.

Draft Workplan: The Committee agreed that finalization of the draft workplan would be tabled for a future meeting and agreed that additional meetings would be held in the New Year.

References:

Tab O – CEO Performance Review and Evaluation Committee Terms of Reference

MEMORANDUM

To: Board of Directors

From: Victoria Rumble
Corporate Secretary

Re: Consent Agenda Item – Schedule of Board and Committee Meetings

Date: December 5, 2024

Summary:

The Board of Directors is asked to review the list of proposed Board and Committee meeting dates for the 2025 session.

Requested Action:

For the information of Directors only, no action required.

Discussion/Analysis:

Proposed meeting dates for the Board and Committee sessions have been established in alignment with the workplans. Upon approval, calendar invitations will be distributed to all Directors during the week of December 9, 2025.

Attachment:

Appendix A – Proposed Meeting Dates

Appendix A

Proposed Meeting Dates

BOARD OF DIRECTORS

Proposed Date	Proposed Location	Notes
Wednesday, March 19, 2025 Thursday, March 20, 2025	Burlington, Ontario	
Wednesday, June 18, 2025 Thursday, June 19, 2025	Burlington, Ontario	Operating and Capital Budget for Fiscal 2026
Wednesday, September 24, 2025 Thursday September 25, 2025	Burlington, Ontario	
Tuesday, October 21, 2025	On-Line	Audited Financial Statements
Wednesday, November 26, 2025 Thursday, November 27, 2025	Calgary, Alberta	Annual and General Meeting of College Licensees

FINANCE AND AUDIT

Proposed Date	Proposed Location	Notes
Thursday, February 20, 2025	On-Line	
Thursday, May 22, 2025	On-Line	Operating and Capital Budget
Thursday, September 11, 2025	On-Line	
Tuesday, October 07, 2025	On-Line	Audited Financial Statements
Thursday, November 13, 2025	On-Line	

GOVERNANCE AND NOMINATING

Proposed Date	Proposed Location	Notes
Thursday, January 23, 2025	On-Line	
Thursday, April 24, 2025	On-Line	
Thursday, July 24, 2025	On-Line	
Thursday, October 16, 2025	On-Line	AGM Planning

Independent Complaints Review Officer's QUARTERLY REPORT

July 1, 2024 to September 30, 2024

November 12, 2024

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, covering the period from July 1, 2024 to September 30, 2024 ("Current Period"), has been completed for the Council's review during its December 2024 meeting.

As required, this Quarterly 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 of a complaint that was not referred to Discipline, the ICRO reviews the College's handling of the complaint to determine if there was any procedural

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

unfairness or any errors in fact or in law. Reviews are expected to be completed within 30 days of the ICRO's receipt of the request for review.

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

27.3

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.

An important part of the role of the ICRO is to make recommendations to the College on how to improve its handling of complaints, including the fairness and transparency of its complaint procedure and process.

General Statistics

The Current Period saw an increase in the numbers of requests for review, to an average of about 3 per month, which is higher than the previous high of about 2.5 requests for review per month seen in the quarterly reports from August 2023 to the end of January 2024.

Requests for Review Received by ICRO	Reviews Concluded	Active Reviews
9 ² (1 in French)	4 ³	7 ⁴

ICRO decisions are expected to be rendered within 30 days receipt of a request for review. All of the completed requests for review for this Current Period met that timeline.

² Of these nine Requests for Review, four are related, involving the same Complainant: CD.2020.436, CD.2020.495, CD.2020.496, and CD.2021.364.

³ One of these Reviews Concluded was received by the ICRO prior to the Current Period.

⁴ In the Active Review, seven were received during the Current Period: (i) four related Requests for Review, CD.2020.436, CD.2020.495, CD.2020.496, and CD.2021.364; (ii) CD.2024.032; (iii) CD.2024.033; and (iv) CD.2023.834. Of these seven, as of the date of this Quarterly Report, six have been closed and one suspended for 30 days, and will be counted further reported in the next Quarterly Report.

General Outcome of Reviews Concluded

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

Nine requests for review were received during this Current Period, four reviews were concluded, and there were still seven active reviews at the end of the Current Period. The majority of the decisions on the requests for review confirmed that the procedures in the College's handling of the complaints were generally fair, with no errors of fact or law in the way the complaint was handled. However, although concluding that there was generally no procedural unfairness or any errors in fact or in law, one complaint was referred back on one discrete issue that had been raised in the complaint but not addressed in the closing letter.

During this Current Period, there were no recommendations made by the ICRO to assist the College in improving its handling of complaints.

Summary of Disposition of Reviews by ICRO

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

1. College File No: CD.2023.323

Review Received by ICRO: June 10, 2024

Matter Closed by ICRO: July 5, 2024

Disposition: The ICRO found that in general, there were no findings of procedural unfairness, or errors in fact or in law, in the decision of the College to proceed by way of the ER process and close this Complaint against the Licensee. However, the matter was referred back to the College with a recommendation that the College respond to one sole issue raised in the Complaint but not explicitly addressed in the Closing Letter.

2. College File No: CD.2024.056

Review Received by ICRO: July 2, 2024

Matter Closed by ICRO: August 2, 2024

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.2023.361

Review Received by ICRO: August 12, 2024

Matter Closed by ICRO: September 11, 2024

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.2023.890

Review Received by ICRO: August 21, 2024

Matter Closed by ICRO: September 18, 2024

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.

Assessment of the Handling of Complaints by College and Recommendations

The College has a critical role in regulating immigration and citizenship consultants in the public interest. The College protects the public by (a) establishing and administering qualification standards, standards of practice and continuing education requirements for licensees; (b) ensuring compliance with the code of professional conduct; and (c) undertaking public awareness activities.

Four reviews were completed during the Current Period covered by this Quarterly Report. In general, I found no procedural unfairness, or errors in fact or in law, in the way that the complaints were handled.

However, in one matter, a regulatory issue related to the return of “original documents” or “client documents” as referenced in Article 14 of the Code of Professional Conduct, or “customer property” as defined in the Client File Management Regulation, was referred back to the College with a recommendation that the College specifically address the licensee’s alleged failure to return the client’s documents, as it had not been addressed in the closing letter.

Conclusion

Complainants play a critical role in supporting the College’s regulatory mandate of regulating immigration and citizenship consultants in the public interest. The College relies on public and individual complainants to make complaints about licensees, who fail to comply with their code of professional conduct, 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. This is partly accomplished through the ICRO’s recommendations to the

College if the ICRO identifies areas of possible improvement in the complaints handling process. Although the ICRO is independent of the College, the ICRO's decisions and recommendations are made in the spirit of ensuring protection of the public interest mandate, and helping the College fulfil its regulatory mandate.

Through communications with the College's leadership team, the ICRO is aware that the College has taken significant steps to improve its complaint handling process, and that they have considered and implemented many of the ICRO's recommendations. I am confident that such changes will reduce anxieties or frustration on the part of both complainants and licensees, and increase public confidence. Transparency and 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, is critical to fostering that confidence.

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

Dated this November 12, 2024.

Independent Complaints Review Officer



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

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, December 5, 2024
Agenda Item #:	6 - Report of Professional Standards, Research, Education and Policy
Subject:	Report of PREP Department – July 1 – September 30, 2024
Key Contact:	Beata Pawlowska, Director, PREP
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

Essential RCICs and RISIA Competency Frameworks:

- Updating of RCIC and RISIA competency frameworks proceeding with multi-phased, mixed-methods study.
- Study completion expected in December 2024.

Licensing Examinations:

- All College licensing exams developed and analyzed to ensure accurate assessment of licensees' competencies and practice readiness.
- Exam item development process enhanced.
- 289 new competency-based questions developed, expanding the exam bank to over 4,200 questions.

Research Fellowship:

- College inaugural, grant-funded, public-focused research project launched in collaboration with TMU and Mitacs – focus: to investigate strategies and policies to engage licensed immigration consultants in safeguarding students from deception and scams.
- Research fellow hired to support the project.

Conference Participation:

- Enhanced College's reputation through submission and acceptance of conference proposals at 4 prominent national and international regulatory conferences (CLEAR, CNAR, CBIE, CBOC).
- We anticipate this will increase to 6 by Q4.

Specialization Program:

- Over 400 licensees enrolled by September 30, 2024.
- Licensee satisfaction rate exceeds 94% for its course objectives, content, and learning outcomes.

Mentoring Program:

- Intake 2 launched successfully.
- Intake 3 planning underway.
- Over 270 licensees have been recruited, vetted and qualified to serve as mentors.

Practice Management Education Program:

- Competency-based assessments developed with 332-question item bank, for 9 PME courses.
- 156 PME sessions (1,326 licensees) held.
- Licensee satisfaction rate exceeds 95% across all PME courses.
- PME Program audit completed.

Continuing Professional Development Program:

- Q1 - 284 CPD activities from providers and 114 licensee activities processed.
- Q1 - 58 CPD providers for RCICs and RISIAs approved.

Quality Assurance Program:

- Business case development progressing as planned.
- Project design team has created three program framework options and is identifying operating requirements for each option.

CURRENT PROJECTS AND INITIATIVE**By-Laws and Regulation Project:**

- Process developed to track policy revisions required to align with new bylaws.
- Licensee survey designed to elicit feedback on draft Regulations when pre-published.

CHALLENGES AND OPPORTUNITIES

The College can enhance its responsiveness to sector changes by embracing emerging technologies, engaging in system change initiatives, fostering collaboration with key stakeholders, and relying on in-house expertise.

RECOGNITION AND MILESTONES**Advancing College Reputation & Licensee Competence:**

- Modernized RCIC and RISIA competency frameworks through a multi-phase study.
- Developed over 4,200 competency-based licensing exam questions to ensure rigorous assessment of licensee competence and practice readiness.
- Launched first grant-funded research project, expanding College research footprint.
- Strong College speaker presence at national and international regulatory conferences.
- Specialization, Mentoring, CPD and PME programs support licensee competence.

Regulatory Governance:

- Supported drafting of new bylaws for GNC/Board review.

Team Commitment: Achievements reflect the PREP team's exceptional commitment, work ethic, and resourcefulness in overcoming challenges to uphold high standards and advance regulatory excellence.

RECOMMENDATIONS

Public perception and trust are shaped by accessible information. It is critical that the College is represented in both popular media and through credible, peer-reviewed research, conferences, symposia, and academic partnerships. Information from respected academic and professional sources provides a foundation of public trust that media and popular press alone cannot achieve.

The College's program curricula need to integrate content from the updated RCIC and RISIA competency frameworks, the new bylaws and regulations. Furthermore, it is crucial to incorporate essential topics such as fraud prevention awareness, reporting mechanisms, and identity theft protection. They will serve as a cornerstone for upholding the integrity of the profession and advancing the College's mission to provide exceptional regulatory oversight.

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, December 5, 2024
Agenda Item #:	7 – Report of Registration
Subject:	Report of Registration Department – July 1 – September 30, 2024
Key Contact:	Cathy Pappas, Director, Registration
Action Required:	<i>For information only</i>
KEY HIGHLIGHTS	
<ul style="list-style-type: none"> • 15,549 licensees submitted the Annual Renewal form in the new College Portal. 15,104 (97%) did not need staff review. 	
CURRENT PROJECTS AND INITIATIVE	
<ul style="list-style-type: none"> • Staffing to be at full complement by the end of the calendar year. 2 coordinator roles, including 1 bilingual, have been filled thus far this FY. The final new coordinator will start in December. • Supporting the continued iMIS development post-launch with testing in UAT and planned participation in additional UAT when Mentoring Program, Specialization Program, and LMS bridge are built in iMIS. • Quality Assurance: RD is a co-sponsor of this initiative and has been active in the design workshops beginning in September and planned through March 2025. 	
CHALLENGES AND OPPORTUNITIES	
<ul style="list-style-type: none"> • Delayed iMIS change request tickets, which together amount to several processes not yet in or not yet functioning in the system as they should. • Continued discovery of iMIS bug tickets that impact our licensees, applicants and candidates. For example, since July 1, 22 bugs have been logged that prevented various applications for 49 users from being processed. • As BSI and the College continue to process the tickets, there is an opportunity for RD to fine tune our internal process documents to improve staff workflow. 	
RECOGNITION AND MILESTONES	
N/A	
RECOMMENDATIONS	
N/A	

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, December 5, 2024
Agenda Item #:	8 - Report of Professional Conduct
Subject:	Report of Professional Conduct Department July 1- Sept 30, 2024
Key Contact:	Laura Halbert, Director, Professional Conduct
Action Required:	<i>For information only</i>
KEY HIGHLIGHTS	
<ul style="list-style-type: none"> • Complaint inventory and prioritization based on public interest remains key focus. • The College continues to close more files than were initiated this fiscal year despite increase in volume received. • Discipline Committee member training on process improvements and answer questions. 	
CURRENT PROJECTS AND INITIATIVE	
<ul style="list-style-type: none"> • UAP project. • Legacy (pre-College) complaint file reassessment with project teams from intake/early resolution and investigations working collaboratively to reduce volume of legacy files. 	
CHALLENGES	
<ul style="list-style-type: none"> • Complaints received continue to increase year over year, but robust intake activities are assisting to manage/streamline complaint volumes and resolve sooner with early resolution mechanisms. • Investigations are complex and take significant time to complete and usually require complainant active participation. 	
OPPORTUNITIES	
<ul style="list-style-type: none"> • Coordination with CSR on key messages to drive compliance based on complaint topics and PC staff input (already started) 	
RECOGNITION AND MILESTONES	
<ul style="list-style-type: none"> • 20% drop in legacy inventory since start of fiscal year • UAP social media/website takedowns in first quarter = 1707 • Demo of takedown methodology to IRCC completed 	
RECOMMENDATIONS	
N/A	

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, December 5, 2024
Agenda Item #:	9 - Report of Communications and Stakeholder Relations (CSR)
Subject:	Report of CSR Department – July 1 – September 30, 2024
Key Contact:	Jessica Freeman, Dir. Communications & Stakeholder Relations
Action Required:	<i>For information only</i>
KEY HIGHLIGHTS	
<ul style="list-style-type: none"> • Annual Report completed (submitted to Minister on October 28) • Ongoing Fraud Prevention Campaign posting strong results • Launched Successful Mentor Recruitment Communications with our colleagues in PREP, resulting in high uptake of program registration • Connected with a CBC journalist to rectify misinformation related to College, led to damaging story being dropped once clarifications were made 	
CURRENT PROJECTS AND INITIATIVES	
<ul style="list-style-type: none"> • FPM 2025 • Regulations – licensee engagement plan ready upon December release • AGM Communications & planning 	
CHALLENGES AND OPPORTUNITIES	
<ul style="list-style-type: none"> • Continued opportunity to proactively communicate with licensees as required and build stronger relationships. • Media relations & crisis communications will continue to require effective management. 	
RECOGNITION AND MILESTONES	
<ul style="list-style-type: none"> • Successful 2024 Fraud Prevention work 	
RECOMMENDATIONS	
N/A	

DEPARTMENT REPORT

To:	Board of Directors
Meeting Date:	Thursday, December 5, 2024
Agenda Item #:	10 - Report of the Chief Operating Officer (COO)
Subject:	Report of COO: July 1, 2024 – September 30, 2024
Key Contact:	Russ Harrington, Chief Operating Officer
Action Required:	<i>For information only</i>

KEY HIGHLIGHTS

CURRENT PROJECTS AND INITIATIVE

DEI:

KPMG provided the anonymized results of the employee-initiated feedback administered earlier this year and presented the results during an all-staff meeting. The College requested KPMG to provide best practices for organizations of similar size who received similar results from the employee-identified feedback.

The results from the employee-identified feedback were favourable, which KPMG indicated is not typical and the College should be pleased with employees' feedback. The results align with DEI questions from the past two Great Place to Work employee engagement surveys. The next step is to create Collaboration Groups facilitated by KPMG. The groups will be composed of employee volunteers (management and non-management) who will collaborate to support the development of the College's DEI Statement of Commitment, and DEI Strategy. The timeframe for the Collaboration Group meetings is from January to February. Staff will be kept informed through all-staff meetings.

Access to Information Act and Privacy Act (ATIP):

Privacy Act (PA)

- The purpose of the Act is to protect the privacy of individuals with respect to their personal information (PI);
- Regulates the collection, use, disclosure, retention & disposal of PI;
- Provides individuals with a right of access to their PI and the right to correct information about themselves.

Access to Information Act (ATIA)

- Gives Canadian citizens, permanent residents, individuals present in Canada, and corporations located in Canada the right of access to information under the control of a federal government institution;
- Encourages transparency;

Number of requests since becoming the College: November 2021 – present

TBS fiscal year (Apr 1 – Mar 31)	ATIA	PA	Total
2021-2022	0	0	0
2022-2023	1	0	1
2023-2024	5	26	31

CHALLENGES AND OPPORTUNITIES

DEI:

The implementation timeline takes into consideration the necessary training for staff. Employees are actively engaged and eager to participate in DEI initiatives. KPMG is knowledgeable and has been supportive for this initiative. They are well placed to support open dialogue within the Collaboration Groups.

ATIP:

- Multiple requests are received by the College that are intended for other recipients: however, they require resources to review and respond to the requester in the required manner.
- Requests can be resource heavy and sometimes require time extensions. Factors include volume of records requested, capacity of staff to fulfill the request, consultations with external legal counsel, and reformatting data to support the request or present in a meaningful manner.
- Responses are to be provided in 30 calendar days; however, extensions have been necessary for some requests. For example, one request resulted in the processing of over 3,000 pages.
- ATIA and PA statistical reports, and sometimes supplementary reports, are required to be submitted annually. The College must wait for current report templates and deadlines, which are provided annually.
- ATIA and PA annual reports are submitted typically in autumn. They are separate from the statistical reports. The submission date is determined annually.

RECOGNITION AND MILESTONES

DEI:

- KPMG stated the staff response to the employee identified feedback was strong and indicates positive engagement in this initiative.

ATIP:

- During a recent All-Staff meeting a presentation was provided to inform staff of the College’s legislative requirements and explain the lifecycle of an ATIP request.
- IRCC continues to provide helpful support in understanding ATIP requirements, processes and tips on compliance.
- TBS communicates frequently and provides ATIP “Community of Practice” groups sessions for helpful collaborative discussions.

RECOMMENDATIONS

N/A

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda item 11 – Resolution Appointment of Auditor**

Date: **December 5, 2024**

Summary:

The Board of Directors is asked to re-appoint the College Auditor for FY2025.

Requested Action:

THAT: that the re-appointment of Doane Grant Thornton LLP, Chartered Professional Accountants, as Auditor of the College for the fiscal year ended June 30, 2025, be and is hereby approved, with immediate effect.

Discussion/Analysis:

The Finance and Audit Committee (FAC) has conducted a thorough evaluation of the current auditors, Doane Grant Thornton LLP, and recommends their re-appointment as the College's auditors for FY2025. This recommendation is based on several key factors:

- The Committee carefully assessed the quality of the Audited Financial Statements.
- FAC members engaged in detailed discussions regarding the Auditor's performance.
- The Committee reviewed auditor performance evaluation forms completed by both Committee members and management, which yielded positive results.
- Management has expressed support for this recommendation.

In accordance with the By-Laws, which require the Board of Directors to appoint the College's Auditors, FAC recommends that the Board of Directors re-appoint Doane Grant Thornton LLP as the College's auditors for FY2025.

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Agenda item 12 – Confirmation of the Authorized Signing Officers**
Date: **December 5, 2024**

Summary:

The Authorized Signing Officers is being amended to add the Associate Director, Strategic Initiatives as a signing officer.

Requested Action:

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

Discussion/Analysis:

The Authorized Signing Officers is being amended to include Chris Langlois, Associate Director, Strategic Initiatives as an Authorized Signing Officer of the College.

Chris Langlois was engaged by the College as Associate Director, Strategic Initiatives effective September 3, 2024. His duties require that he be added as an Authorized Signing Officer of the College for banking purposes.

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
- Chris Langlois – Associate Director, Strategic Initiatives
- Joyce Chow Ng – Controller
- Fiona Damani – Assistant Controller

Attachment:

Appendix A – Confirmation of Authorized Signing Officers

CONFIRMATION OF AUTHORIZED SIGNING OFFICERS

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

	Name	Position	Signature
1.	Stanislav Belevici	Chair of the Board of Directors	
2.	John Murray	President & Chief Executive Officer	
3.	Russ Harrington	Chief Operating Officer	
4.	Chris Langlois	Associate Director, Strategic Initiatives	
5.	Joyce Chow Ng	Controller	
6.	Fiona Damani	Assistant Controller	

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

Signed at: _____ this _____

day of _____ 2024.

Signed by: _____

Victoria Rumble
Corporate Secretary

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda item 13 – Draft Risk Mitigation Register**

Date: **December 5, 2024**

Summary:

The Board of Directors is asked to review the draft Risk Mitigation Register.

Requested Action:

For the information of Board of Directors. No action required.

Discussion/Analysis:

The draft risk mitigation register is a critical component of the College’s risk management strategy. The register is designed to identify access and address potential risks that could impact the College’s strategic objectives. The Risk Mitigation Register includes:

- a dashboard which visually represents the quantity of risks by level for each quarter
- risk category aligned with the Strategic Plan
- risk description
- potential impact analysis
- mitigation strategies
- rating based on the likelihood and the severity

The draft mitigation register was reviewed by the Finance and Audit committee (FAC) during their November 14, 2024 meeting. Their input was incorporated into the draft presented today.

The Board is asked to review the register and provide additional input such as:

- Presentation Order: should risks be listed by rating score or Strategic Plan category?
- Reporting Frequency: How often should the full Board receive updates?
- Scope of presentation: What is the optimal number of risks to be include for presentation to the Board?

Attachment:

Tab N - Draft Risk Mitigation Register

Summary As At September 30, 2024								
9/30/24	9	Low Risk	9	Moderate Risk	1	High Risk	0	Critical Risk
12/31/24								
3/31/25								
6/30/25								

Changes from last Risk Mitigation Update:

Additions

- All risks

Risk Decrease

- No Change

Risk Increase

- No Change

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
1.	Professional Standards & Compliance	Complaints Process Efficiency/Effectiveness	<ul style="list-style-type: none"> Incoming complaint volumes outpace College ability to meet processing timelines. 	<ul style="list-style-type: none"> Reputational damage. 	<ul style="list-style-type: none"> Early communication with licensees and complainants to establish expectations. PC portal allows licensees and complainants to track file progress in real time. Monthly monitoring of PC statistics by Director and CEO. Law firms on block fee retainers provide flexible resources to meet increased volumes efficiently. 	Before Management		
						5	4	20
						After Management		
						3	3	9
						Strategy: Reduce		
2.	Professional Standards and Compliance	Mentoring Program	<ul style="list-style-type: none"> Insufficient enrolment capacity to meet annual growth in licensees. Licensee delay/failure to complete program requirements. 	<ul style="list-style-type: none"> Licensee suspensions for non-compliance or College waiver of completion deadline. licensee disengagement or non-compliance. Reputational damage. 	<ul style="list-style-type: none"> Licensee communications amended to increase awareness of mandatory requirements. Timely follow-up with non-compliant licensees. Undertakings developed for non-compliant licensees. Implementation of financial incentive for Mentor recruitment. Close monitoring of GDP enrolments to assist in predicting future capacity requirements. 	Before Management		
						4	3	16
						After Management		
						1	2	2
						Strategy: Eliminate		
3.	Professional Standards and Compliance	Regulations, By-Laws, and Policies Development	<ul style="list-style-type: none"> By-Law development delayed. 	<ul style="list-style-type: none"> Operational challenges, including establishment of Compensation Fund. Licensee confusion if Regulations and By-laws introduced separately. Reputational damage. 	<ul style="list-style-type: none"> Early engagement with federal Department of Justice (November 2024). Licensee communication plan re: Regulation pre-publication in place. Transitional provisions of College Act allow current By-laws to continue until new By-Laws enacted/approved. 	Before Management		
						5	5	25
						After Management		
						4	2	8
						Strategy: Reduce		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
4.	Unauthorized Practitioners (UAPs)	Unauthorized Practitioners	<ul style="list-style-type: none"> Media reports of UAP activity do not differentiate among licensees and UAPs. 	<ul style="list-style-type: none"> Reputational damage. 	<ul style="list-style-type: none"> Continue/increase public awareness campaigns in top source countries. Continue UAP website/social media page disruption by College. Continue College "cease and desist"/ injunction proceedings against domestic UAPs. Continue roll-out of College-developed UAP disruption techniques to domestic and international partners. Continue College efforts to license UAPs who meet College standards. Enhance College pro-active media strategy. 	Before Management		
						5	5	25
						After Management		
						5	2	10
						Strategy: Reduce		
5.	Professional Standards and Compliance	Compensation Fund	<ul style="list-style-type: none"> Proposed Compensation Fund is unable to fund all claim requests in a given year (post-launch in F2026 and thereafter). 	<ul style="list-style-type: none"> Potential impact is unknown. Increased Judicial Review Applications. Increased legal resource requirements. Reputational damage. 	<ul style="list-style-type: none"> Actuarial support engaged to overcome lack of historical claims experience and provide advice on anticipated funding requirements. College Regulations include access limitations. College By-laws will include access requirements and individual/annual caps on claim payouts. Pre/post launch communication strategy to advise licensees of ultimate funding responsibilities. Pre/post launch communications strategy to manage claimant expectations. Quality Assurance Program to pro-actively identify "risky" licensee practices and remediate. Implementation of formal enforcement of Discipline Orders to increase compliance with restitution orders and recovery of fines. 	Before Management		
						4	5	20
						After Management		
						3	4	12
						Strategy: Reduce		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
6.	Stakeholder Communication	Negative Media Coverage of Dishonest Licensee(s)	<ul style="list-style-type: none"> Media reports of licensee(s) engaged in illegal/criminal activity. 	<ul style="list-style-type: none"> Negative media causes reputational damage. 	<ul style="list-style-type: none"> Enhance College pro-active media strategy. 	Before Management		
						4	4	16
						After Management		
						2	2	4
						Strategy: Reduce		
7.	Stakeholder Communication	Licensee Response times	<ul style="list-style-type: none"> Delayed responses to licensee requests for compliance assistance. 	<ul style="list-style-type: none"> Reputational damage. Licensee disengagement and non-compliance. 	<ul style="list-style-type: none"> Incoming licensee communications and responses tracked and reviewed monthly by Director and CEO. EMS automatic responses implemented where appropriate. EMS processes streamlined to reduce/eliminate licensee confusion. CSR engagement in design/delivery of all licensee compliance communications. "Live" online and telephone helplines established for EMS launches and key compliance period (i.e., Annual Renewal). 	Before Management		
						3	4	12
						After Management		
						2	3	6
						Strategy: Eliminate		
8.	Sustainability	People	<ul style="list-style-type: none"> College loses capacity to attract and retain required, specialized talent. 	<ul style="list-style-type: none"> College ability to achieve strategic goals within established timetable is diminished. 	<ul style="list-style-type: none"> College HR Team established. CLC and EEA-compliant HR policies established and implemented. Monthly monitoring of HR statistics by CEO/COO. College Compensation philosophy established, approved by Board, and implemented/maintained. Periodic benchmarking of College benefits program against industry standards/competing regulators. College Public Awareness and stakeholder relations activities raise College profile within the domestic and international regulatory community. GPTW and DEI initiatives increase staff engagement/appreciation. 	Before Management		
						3	4	12
						After Management		
						1	1	1
						Strategy: Eliminate		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
9.	Sustainability	CEO Succession	<ul style="list-style-type: none"> Unplanned departure of CEO. 	<ul style="list-style-type: none"> Diminished organizational stability. College ability to achieve strategic goals within established timetable is diminished. 	<ul style="list-style-type: none"> CEO succession plan to be developed by CEO Performance Review and Evaluation Committee. 	Before Management		
						2	5	10
						After Management		
						1	5	5
						Strategy: Eliminate		
10.	Sustainability	Legal/Regulatory/ Financial compliance	<ul style="list-style-type: none"> College fails to comply with applicable legislation. 	<ul style="list-style-type: none"> Monetary penalties. Reputational damage. 	<ul style="list-style-type: none"> Dedicated compliance staff engaged and trained. Ongoing education of staff in all areas with compliance requirements. Quarterly Compliance Certificate provided to Finance and Audit Committee. 	Before Management		
						3	5	15
						After Management		
						1	2	2
						Strategy: Eliminate		
11.	Sustainability	Cyber-security	<ul style="list-style-type: none"> Cyber-Security breach. IT data loss. 	<ul style="list-style-type: none"> Disclosure of personal data. Shutdown of operating systems. Financial losses due to fraud. Financial liability. Reputational damage. 	<ul style="list-style-type: none"> Best practices cyber-security insurance in place. Frequent review of hardware, software. Regular virus and malware protection updates. Launch of phishing simulation to test and train staff on a regular basis. Review of security of cloud providers to maintain up to date patching of their servers. Staff education to raise security awareness. Privacy Impact Assessments on required IT platforms. Utilization of cloud storage and data retrieval. 	Before Management		
						3	5	15
						After Management		
						3	3	9
						Strategy: Eliminate		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
12.	Sustainability	Records Management	<ul style="list-style-type: none"> Non-Compliance with Libraries and Archives of Canada Act 	<ul style="list-style-type: none"> Violations result in consequences. 	<ul style="list-style-type: none"> Records Management (RM) consultant engaged. RM Project plan developed Plan progress reviewed weekly by CEO. Interim policies/measures implemented in all College areas. 	Before Management		
						2	4	8
						After Management		
						1	2	2
						Strategy: Eliminate		
13.	Sustainability	Financial Performance	<ul style="list-style-type: none"> Financial resources insufficient to meet ongoing/future requirements. Decrease in Revenue Increase in Expenses 	<ul style="list-style-type: none"> College unable to meet its financial obligations. College ability to achieve strategic goals within established timetable is diminished. Operational instability. Reputational damage. 	<ul style="list-style-type: none"> Robust annual budget process leading to Board approval. Detailed quarterly financial reporting/review by Finance and Audit Committee and Board of Directors. FAC workplan includes establishment of operating reserves and revision of investment policy. Substantial surplus maintained to support planned initiatives. Periodic FAC review of restricted funds allocation 	Before Management		
						3	4	12
						After Management		
						1	2	2
						Strategy: Eliminate		
14.	Sustainability	Risk Management	<ul style="list-style-type: none"> Unexpected/uninsured liabilities. 	<ul style="list-style-type: none"> College unable to meet its financial obligations. Reputational damage. 	<ul style="list-style-type: none"> Insurance requirements reviewed annually with best practices focus. Insurance policies reviewed annually against all risks and updated as necessary. Restricted funds allocation(s) reviewed annually by FAC and approved by Board. 	Before Management		
						4	4	16
						After Management		
						1	2	2
						Strategy: Eliminate		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
15.	Sustainability	Enterprise Management System (EMS) Optimization	<ul style="list-style-type: none"> • Unexpected bugs compromise anticipated efficiencies. 	<ul style="list-style-type: none"> • External user experience diminished. • Additional resources required to address. • College ability to achieve strategic goals within established timetable is diminished. • Roll-out of new features delayed. • Operational instability. • Reputational damage. 	<ul style="list-style-type: none"> • Project management framework and project plan developed and implemented. • Dedicated project team assigned. • Additional contract IT resources engaged as required. • Ongoing engagement with vendor/implementation partner (BSI) to facilitate stabilization. 	Before Management		
						4	4	16
						After Management		
						3	3	9
						Strategy: Reduce		
16.	Sustainability	Director Liability	<ul style="list-style-type: none"> • Individuals unwilling to serve as Directors. 	<ul style="list-style-type: none"> • Governance failure. 	<ul style="list-style-type: none"> • College Act amendments increased immunity for Directors and other participants. • D & O liability insurance reviewed and renewed annually. • D & O restricted fund reviewed and renewed annually. • Compensation benchmarked periodically against similar organizations. • Public awareness/stakeholder engagement activities increase College awareness and reputation. 	Before Management		
						4	4	16
						After Management		
						3	3	9
						Strategy: Reduce		
17.	Sustainability	Staff Compliance	<ul style="list-style-type: none"> • College fails to comply with changing applicable legislation. 	<ul style="list-style-type: none"> • Monetary penalties. • Reputational damage. 	<ul style="list-style-type: none"> • Compliance and HR staff ongoing/policy/legislation review. • Compliance staff participate in TBS informational meetings. • Outside counsel retained to support Compliance and HR staff. • Policy/legislative developments communicated to staff through email and meetings. • Staff intranet provides comprehensive policy documents. • Employment agreements include key compliance responsibilities and notice. • Whistleblower policy in place. 	Before Management		
						4	4	16
						After Management		
						3	1	3
						Strategy: Reduce		

#	Risk category	Risk label	Risk Description	Impact	Mitigation Plan	Inherent Likelihood (1-5)	Inherent Severity (1-5)	Inherent Risk Rating
18.	Sustainability	Pandemic/Natural Disaster	<ul style="list-style-type: none"> • Unforeseen business disruption • Public Health Crisis or natural disaster causes widespread business disruption. 	<ul style="list-style-type: none"> • College ability to achieve strategic goals within established timetable is diminished. • College staff at risk. • Face-to-face meetings/travel limited. • Operational instability. • Reputational damage. 	<ul style="list-style-type: none"> • Continuity Plan • All College staff work remotely. • Remote work policies in place. • Emergency protocols developed and regularly reviewed. 	Before Management		
						4	4	16
						After Management		
						3	1	3
						Strategy: Acceptance		
19.	Sustainability	Political	<ul style="list-style-type: none"> • Major change in immigration policy reduces licensee business opportunities. 	<ul style="list-style-type: none"> • Sharp decline in Active/prospective licensees. • College revenues decline. • College ability to achieve strategic goals within established timetable is diminished. 	<ul style="list-style-type: none"> • Canada's future prosperity linked to immigration. • Current "representation rates" indicate substantial room for growth. • Monthly monitoring of GDP enrolments. • Robust annual budget process leading to Board approval. • Detailed quarterly financial reporting/review by Finance and Audit Committee and Board of Directors. • FAC workplan includes establishment of operating reserves and revision of investment policy. • Substantial surplus maintained to support planned initiatives and future operations. 	Before Management		
						3	4	12
						After Management		
						3	3	9
						Strategy: Acceptance		

MEMORANDUM

To: **Board of Directors**
From: **Stan Belevici**
Chair, CEO Performance Review and Evaluation Committee
Re: **Agenda Item 14 – CEO Performance Review and Evaluation Committee
Terms of Reference**
Date: **December 5, 2024**

Summary:

The CEO Performance Review and Evaluation Committee requests funding to support a review of its Terms of Reference.

Requested Action:

THAT: Funding be allocated to the CEO Performance Review and Evaluation Committee to engage a consultant to:

- (1) assist the Committee to determine whether to recommend creating a Human Resources Committee of the Board; and
- (2) if recommended, provide advice on the terms of reference of such new Board Committee including whether the mandate of this Committee should be subsumed within it.

Discussion/Analysis:

On November 21, 2024, members of the CEO Performance Review and Evaluation Committee noted the issue of whether the Board should create a "Human Resources Committee" had been raised in the comments to the recent CEO Performance Review Survey. A general presentation on such Committees by Odgers Berndtson and circulated by T. D'Souza to committee members immediately prior to the meeting was noted.

Some Committee members suggested that a consultant could assist in determining whether such a committee was needed and, if so, whether the terms of reference of the current CEO Performance Review and Evaluation Committee should be expanded to encompass such responsibilities. Other Directors advanced the view, echoed by the CEO, that such a committee was not needed and, if created, would be likely to become focused on operations and accordingly operate outside of the parameters of a governance board. After further discussion, the Committee resolved to request funding from the Board to engage a consultant to provide advice.

MEMORANDUM

To: **Board of Directors**
From: **John Murray**
President & CEO
Re: **AGENDA ITEM 15 – Proposed Code Amendments**
Date: **December 5, 2024**

Summary:

At the request of the Governance and Nominating Committee (GNC), the Board of Directors is requested to consider and approve certain amendments to the Code of Professional Conduct for College Licensees.

Requested Action:

THAT: College Staff be and are hereby authorized and directed to seek the written approval of the Minister and engage as necessary with the federal Department of Justice to effect the following amendments to the Code of Professional Conduct for College Licensees, pursuant to s. 43(2) of the College Act:

- (1) to amend the French-language text of paragraph 39(b) and subsection 42(1) by deleting the phrase: "capacité à exercer" where it appears and replacing it with the phrase: "aptitude à exercer"; and
- (2) insert a new subsection 4(3) establishing physical and mental capacity to practise in a competent and ethical manner as a professional standard of the profession.

Discussion/Analysis:

Background: In May of 2019, ICCRC identified to IRCC that the draft College Act did not provide authority for the College to take action in respect of a licensee who was "incapable" in the sense of lacking the physical and/or mental capacity to practise their profession safely. The College Act was not amended prior to its passing by Parliament.

The College advanced this recommendation again in connection with the suite of College Act amendments that were ultimately approved in June of 2023. This amendment was not put forward by IRCC on the understanding that the necessary authority could be effected through the proposed College Act Regulations.

As the College Act Regulations were drafted, the Department of Justice (DOJ) advised that licensee capacity issues of this nature could not be authorized by the College Act Regulations

absent reference to them in other instruments. As a result, the concept of a “Fitness to Practise” or “Capacity Committee” as a decision-making body has been removed from the draft Regulations and replaced with a “Capacity Evaluation Committee” - a body providing “opinions” to the Registrar, Complaints Committee, or Discipline Committee, upon request.

Proposed Code amendments: IRCC and DOJ have advised that this lesser approach requires some additional underpinning, and that the following amendments to the Code of Professional Conduct are the most efficient way of achieving this:

- (1) an amendment to the French-language text of paragraph 39(b) and subsection 42(1) of the Code to clarify that “capacity to practise” includes physical and mental capacity. The term: “capacité à exercer” must be replaced by the broader term: “aptitude à exercer.”
- (2) the insertion of a new provision in section 4 in the English and French texts of the Code to create an obligation on licensees to have such capacity.

Timetable and Process: DOJ advises that these amendments must be in place before the College Act Regulations can come into effect (target date: June 2025). The process to effect these amendments is not clear – subsection 43(2) of the College Act provides:

“43(2) Only the Board may, by regulation and with the Minister’s prior written approval, amend or repeal the regulations establishing the Code.”

DOJ notes that this is a somewhat unique provision. Government regulations (like the Code) are usually required to be amended through the same government process that creates them - with final sign off by Treasury Board (Cabinet). This provision assumes a different process involving the Minister and College Board. DOJ has committed to assist the College in shepherding this amendment through the process (whatever it may involve) in time for the June 2025 target date for the Regulations. IRCC has indicated that they will assist the College in obtaining the Minister’s approval.

GNC Approval: GNC has reviewed this matter and recommends that the Board pass a resolution in the form set out above to allow the College to pursue these amendments forthwith.

MEMORANDUM

To: **Board of Directors**
From: **John Murray**
President and CEO
Re: **Agenda Item 16 – Resolution Re. By-laws**
Date: **December 5, 2024**

Summary:

The Board of Directors is asked to review the revised drafts of College By-laws 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10 and approve College engagement with the Department of Justice in the required By-law approval process.

Requested Action:

THAT: College staff be and are hereby authorized and directed to submit, as necessary, the following draft College By-laws to the federal Department of Justice for approval as the By-laws of the College made pursuant to section 80 of the College Act:

- By-law No. 1 – By-laws Generally and Definitions
- By-law No. 2 – Organization and Corporate Provisions
- By-law No. 3 – Fees and Licensing
- By-law No. 4 – Licensees
- By-law No. 5 – Firms
- By-law No. 6 – Committees
- By-law No. 7 – Compliance
- By-law No. 8 – Conflict of Interest for Directors, Officers and Committee Members
- By-law No. 9 – Professional Conduct
- By-law No. 10 – Compensation Fund and Compensation Fund Committee

Attachments:

None

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda Item 17 – Draft Meeting and Agenda Development Policy**

Date: **December 5, 2024**

Summary:

The draft Meeting Agenda Development Policy is presented for approval by the Board of Directors.

Requested Action:

THAT: the draft Board and Committee Meeting Agenda Development Policy, in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

As part of our ongoing efforts to enhance the governance and operational efficiency of the College, the Board Chair has proposed the development of a formal governance policy to guide the process for creating Board and Committee meeting agendas. This policy aims to ensure that our meeting agendas are well-structured, effective, and aligned with the organization's overall strategic objectives.

Attachment:

Tab R – Draft Board and Committee Meeting Agenda Development Policy



**BOARD OF DIRECTORS AND
COMMITTEE MEETING AGENDA
DEVELOPMENT POLICY**

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GUIDING DOCUMENT(S)	DOCUMENT TYPE Governance
ADMINISTRATOR(S) Office of the CEO - Corporate Secretary	DOCUMENT NUMBER
EFFECTIVE DATE December 5, 2024	REVISION DATE

PURPOSE

This policy establishes a standardized process for developing, structuring, and distributing effective Board and Committee agendas.

APPLICATION AND SCOPE

This policy applies to meetings of the Board of Directors and College Committees.

DEFINITIONS

“Agenda” means a document outlining the topics to be discussed at a meeting or event including the time allocated for each item. [*ordre du jour*]

“Chief Executive Officer” or “CEO” means the Chief Executive Officer of the College. [*chef de la direction*]

“Chair” means the Chair of the Board of Directors, including the Vice-Chair of the Board of Directors when serving in place of the Chair. [*président du CA*]

“College Staff” means the CEO and/or any College employee. [*personnel du Collège*]

“Committee” means a Standing Committee, other Committee, task force or working group of the College, excluding a Regulatory Committee. [*comité*]

“Committee Chair” means the individual appointed as the Chair of a Committee and includes any individual appointed as the Vice-Chair of a Committee when serving in place of the Committee Chair. [*président du Comité*]

“Consent Agenda” means multiple non-controversial items to be grouped together and approved in a single motion without discussion. [*résolutions en bloc*]

“Director” means a member of the Board of Directors of the College. [*administrateur*]

“Stakeholders” means an individual with an interest in the outcomes and may include Board/Committee members and College Staff. [*parties prenantes*]

1. GENERAL

The Board of Directors maintains ownership of the agendas for Board and Committee meetings. This ownership serves as the primary mechanism through which the Board exercises its governance responsibilities.

A well-structured meeting agenda is essential for facilitation of effective meetings. The College’s approach to development of meeting agendas adopts the following principles:

1.1 CLARITY AND STRUCTURE

The agenda provides clarity outlining the meetings goals and topic for discussion offering a clear structure for discussion and decision-making, including:

- (a) setting out individual discussion topics and listing any supporting documents
- (b) allocating timeframes for discussion to maximize time efficiency
- (c) keeping meeting focused and preventing off topic discussions; and
- (d) ensuring necessary items are addressed.

1.2 ENCOURAGE PARTICIPATION

The agenda promotes active and informed participation by:

- (a) providing advance notice of discussion topics
- (b) providing text of any proposed resolutions
- (c) providing advance access to background information and analysis; and
- (d) setting out issues for decision with recommended approaches.

1.3 ACCOUNTABILITY AND DOCUMENTATION

The agenda promotes accountability and documentation of decisions by:

- (a) assigning specific responsibilities to participants
- (b) providing reference (through approval of past Minutes) to previous work and action items
- (c) facilitating the tracking of progress on individual initiatives; and

- (d) serving as a record of the purpose, occurrence and subject matter of the meeting.

2. AGENDA COMPONENTS

The agenda must contain the following components:

2.1 AGENDA HEADER

The header of the agenda should clearly identify:

- Board or Committee name
- Meeting type
- Logistic details, including virtual or in-person attendance options.

2.2 ATTENDEES

Standing participants includes:

- Board or Committee members
- CEO
- Invited guests

2.3 CALL TO ORDER

The Chair/Committee Chair will:

- declare the meeting open
- confirm the presence of a quorum for decision-making
- acknowledge Indigenous territories and their enduring relationship with the land on which the meeting is taking place
- declaration of conflicts of interest
- remind attendees of confidentiality requirements

2.4 APPROVAL OF PREVIOUS MINUTES

Approval of minutes from previous meetings provides attendees with background information and maintains consistency and accountability of the Board or Committee. Previous minutes may be included as Consent Agenda items.

2.5 CONSENT AGENDA

Use of a consent agenda enhances meeting efficiency. Items requiring approval but not extensive deliberation should be included as consent items.

2.6 MEETING AGENDA

Items requiring formal deliberation or decision will be included along with appropriate time allocated for discussion.

2.7 MANAGEMENT REPORTS

The board of directors meeting includes the report of the Chair and management reports on organizational performance to aid informed decision making.

2.8 AGENDA ITEMS

Agenda items can include reports from the Chair/Committee Chair, College Staff, any subcommittees or guests. Items will be classified as discussion vs approval.

2.9 DATE OF NEXT SCHEDULED MEETING

The agenda identifies details of the next scheduled meeting.

2.10 IN-CAMERA SESSION

Portions of a meeting may be designated by the Chair to be held in camera with attendance restricted to Board or Committee members, and others as needed.

2.11 TERMINATION

The expected termination time of the meeting.

3. AGENDA DEVELOPMENT

Agenda development is a collaborative process aimed at soliciting input from all key stakeholders.

3.1 INITIAL DRAFT

Corporate Secretary or College Staff as per the Terms of Reference will develop an initial draft based on:

- any applicable Board or Committee work plans
- action items from previous meetings
- emerging items for discussion and or approval from College Staff

3.2 CHAIR/COMMITTEE CHAIR

The Chair/Committee Chair meets with the CEO and Corporate Secretary or College Staff to review initial draft and provide input.

3.3 CEO

The draft agenda will be forwarded to the CEO for input and review with the College Leadership Team and assignment of appropriate supporting resources.

3.4 DRAFT DISTRIBUTION

Draft agendas for meetings of the Board of Directors are distributed to all Directors with a request for comments. Comments suggesting additional agenda items should include reasons for discussion and identify useful background information. Corporate Secretary will correlate input received and advise the Chair. The Chair will instruct Corporate Secretary to prepare a final draft of the agenda.

Draft agendas for Committee meetings will be distributed to Committee members at the request of the Committee Chair.

3.5 FINAL REVIEW/DISTRIBUTION

The Chair/Committee Chair will review and approve the final draft of the agenda. The Final Agenda and supporting documents will be distributed to attendees.

4. GUIDELINES

4.1 TIMELINES

The agenda development process follows these timelines:

1. Initial draft: Corporate Secretary develops the draft agenda 6 (six) business days following the last formal Board/Committee meeting a regular Board or Committee meeting.
2. Chair/Committee Review: Chair/Committee Chair will meet with Corporate Secretary within 5 (five) business days of receiving the draft.
3. CEO review: Corporate Secretary sends the reviewed draft to CEO upon Chair/Committee Chair approval
 - CEO to review draft with Corporate Secretary within 5 (five) business days of receipt
4. Member Input: Corporate Secretary to distribute draft to Directors/Committee members for input upon receipt
 - Directors/Committee Members to provide input within 5 (five) business days of receipt
5. Final Review: Corporate Secretary collates Director/Committee member input and forwards to Chair/Committee Chair for approval
 - Corporate Secretary to distribute final draft to CEO

4.2 STANDING PARTICIPANTS

Standing participants only include Board and Committee members, the Chair, the CEO and the Corporate Secretary. Staff are welcome to attend with the advance approval of the Board or Committee Chair if necessary for answering questions from Directors for a specific agenda item.

4.3 MINUTES

A draft of the meeting minutes will be sent to the Chair/Committee Chair within 5 (five) business days following the meeting. The Minutes must be approved by the Chair/Committee Chair prior to being included in meeting packages.

4.4 MATERIAL DISTRIBUTION

The agenda along with all supporting documents must be distributed to the Board and Committee members at least 5 (five) days prior to the scheduled meeting.

4.5 LATE ADDITIONS

If matters arise before the agenda and materials have been distributed, they can be added by giving notice to the Chair/Committee Chair. In cases where matters arrive after the agenda has been distributed, the Chair/Committee Chair may

propose late additions to the agenda. These agenda additions may be made at the start of the meeting with the consent of the Board/Committee.

4.6 CONSENT AGENDA

Consent agenda items that are not specifically removed should not be discussed. Items requested by Board or Committee members to be removed for discussion should be assigned time on the meeting agenda or tabled for a future meeting.

4.7 IN CAMERA

An in-camera session may be requested by the Chair, Committee Chair, Directors, Committee members or the CEO. These sessions must be conducted in accordance with the in-camera policy. Attendance is restricted to only those individuals specifically requested to participate.

4.8 FINAL APPROVAL

The final approval of all matters of the draft agenda rests with the Chair/Committee Chair.

5. EFFECTIVE DATE

This policy is effective as of [December 5], 2024.

SUPPORTING DOCUMENTS

[To Come]

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Agenda Item 18- Summary of Board Development Proposals**
Date: **December 5, 2024**

Summary:

The Board of Directors is asked to evaluate proposals submitted by external board development service providers and discuss related options including the possibility of a Board retreat.

Requested Action:

THAT: The Board of Directors select an independent, external service provider to support the Board's development priorities.

Discussion/Analysis:

With much of its time focussed on reviewing draft by-laws, the time GNC had for in-depth discussion of the 5 proposals submitted for consideration was limited. The Committee's general view was that the first two proposals were best aligned with the Boards' interest in a deeper dive into regulatory governance matters from experienced providers that could also offer new perspectives that Directors may not have heard already. Nevertheless, the Board is asked to review all 5 proposals and recommend their preferred approach.

1. Governance Solutions – Dr. Debra and David A.H. Brown

The proposal includes 5 phases:

- kick-off with project leadership to confirm/clarify deliverables and finalize the session agenda.
- review of key documentation including by-laws, strategic plan, governance policies, board terms of reference, board matrix and nomination process
- online pre-session survey to identify professional development needs and opportunities
- deliver an engaging, interactive governance education and dialogue session customized to CICC board and senior management focused on roles and responsibilities in not-for-profit governance
- debrief with the project leadership on session takeaways and identify follow up options for supporting the board's next steps and development needs

2. Best in Governance- Ivy Lumia

The proposal includes 3 phases:

- individual kickoff meetings with stakeholders and a review of relevant documentation.
- development of workshop materials, including the agenda
- facilitation of the workshop, which includes presentations, discussions, and exercises.

Following the workshop, the deliverables will include a 12-month blueprint outlining the next steps.

3. McGlashan Consulting-Shona McGlashan

The proposal includes an in-person workshop for Board members. Governance effectiveness workshop objectives include:

- Level-set on how to work at a governance level
- Consider effective meeting practices for robust decision-making
- Help the board and management understand each other's perspectives
- Co-create board and management expectations for working together

4. Fullbrook Board Effectiveness – Matt Fullbrook

The proposal includes a governance education session for the Board of Directors and Executive Team. Learning Objectives include:

1. Establish a common understanding of good governance
2. Build alignment around the roles of the board and management
3. Putting good governance into practice
4. Engaging at an effective level
5. Balancing the voices in the room

A full future-oriented Board and Director assessment is available in addition to the education session.

5. Dundee Consulting Group Ltd – Deanna L. Williams

The proposal includes one-on-one, one-hour confidential discussions with each Board member and senior staff to identify areas of individual understanding and where additional clarity may be required. Ms. Williams will observe the March 2025 Board meeting, applying an independent and objective regulatory governance perspective. In April or May, she will report back to the Board in a facilitated educational session, providing insights on the potential content for future educational sessions or activities, as well as suggested changes for consideration.

Attachments:

None

MEMORANDUM

To: Board of Directors

From: Ben Rempel
Chair, Governance and Nominating Committee

Re: Agenda Item 19 – Proposed Appointments to Standing Committees

Date: December 5, 2024

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 appointed/reappointed as members of the following standing Committees, each to hold such position until a successor is appointed:

(1) CEO Performance Review and Evaluation Committee:

S. Belevici (Chair)
M. Baram
N. Beaudry
J. Henry
B. Rempel

(2) Finance and Audit Committee:

T. D'Souza (Chair)
M. Baram
J. Burke
J. Henry
J. Singh
S. Belevici (*Ex-Officio*)

(3) Governance and Nominating Committee:

B. Rempel (Chair)
M. Baram
J. Burke
N. Beaudry
R. Dennis
S. Belevici (*Ex-Officio*)

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:

- Tab T – Proposed Appointments to Standing Committees
 - Finance and Audit Committee
 - Governance and Nominating Committee
 - CEO Performance Review and Evaluation Committee

PROPOSED APPOINTMENTS TO STANDING COMMITTEES

Proposed for December 2024 to AGM 2025

FINANCE AND AUDIT COMMITTEE				
Current		Proposed		Additions
<i>Chair:</i>	Tim D’Souza	<i>Chair:</i>	Tim D’Souza	
<i>Members: (4)</i>	John Burke, RCIC	<i>Members: (4)</i>	John Burke, RCIC	Jyoti Singh
	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: (4)</i>	John Burke, RCIC	<i>Members: (4)</i>	John Burke	
	Marty Baram, RCIC		Marty Baram	
	Normand Beaudry		Normand Beaudry	
	Richard Dennis, RCIC		Richard Dennis, RCIC	
	Stan Belevici (<i>Ex-Officio</i>)		Stan Belevici (<i>Ex-Officio</i>)	
CEO PERFORMANCE REVIEW AND EVALUATION COMMITTEE				
Current		Proposed		Additions
<i>Chair:</i>	Stan Belevici	<i>Chair:</i>	Stan Belevici	
<i>Members: (4)</i>	John Burke	<i>Members: (4)</i>	John Burke	Marty Baram
	Tim D’Souza		Tim D’Souza	Normand Beaudry
	Ben Rempel		Ben Rempel	Jennifer Henry
	Jyoti Singh		Jyoti Singh	

MEMORANDUM

To: Board of Directors

From: Ben Rempel
Chair, Governance and Nominating Committee

Re: Agenda Item 19 – Proposed Appointments to Tribunal Committee and Independent Complaints Review Officer

Date: December 5, 2024

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 Tribunal Committee render decisions on professional conduct and licensing matters. Their members are appointed by the Board of Directors on an annual basis. At the end of the year, the Chair of the Tribunal Committees along with staff of the Tribunal Office assess the needs of the Committee as to whether additional members need to be recruited to serve on the Committee.

This year management is not recommending the appointment of any new committee members, however the Governance and Nominating Committee is requested to recommend the re-appointments to the Board of returning members to the Tribunal.

The Tribunal Committee comprises three separate committees: the Discipline Committee, the Fitness to Practice Committee, and the Registrar Appeal Committee. These three committees are tasked with making final decisions on professionalism and competence (Discipline), physical and mental capacity (Fitness to Practice), and licensing (Registrar Appeal).

Discipline, Fitness to Practice and Registrar Appeal Committees

The Discipline, Fitness to Practice 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 committee's 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).

This past year two Public Representatives from the Tribunal Committee left the committee. The Tribunal Committee Chair and staff of the Tribunal Office do not feel it is necessary at this time to replace these vacant positions as we are able to function with the adjudication of cases with the number of individuals listed below.

Re-appointments

The individuals below are recommended for re-appointment to the Discipline, Registrar Appeal and Fitness to Practice Committees for a one-year term:

Candidate	Role
Cindy Ramkissoo-Shears	RCIC – Chairperson Ms. Ramkissoo-Shears was grand mothered from CSIC as an RCIC in October 2011. She has served as a member of the College’s Tribunal since 2012 and as the committee’s Chairperson since 2018.
Laurie Sanford	Public Representative, Senior Vice-Chair Ms. Sanford is a lawyer and has served on the College’s Tribunal as Senior Vice-Chair since 2019. Ms. Sanford has sat as the Vice-Chair of the Licence Appeal Tribunal (LAT) which adjudicates applications and resolves disputes concerning compensation claims and licensing activities regulated by the provincial government, including those activities of delegated administrative authorities. Ms. Sanford has sat on the Animal Care Review Board.
Ken Atkinson	Public Representative, Vice-Chair Ken Atkinson is a lawyer and has served on the College’s Tribunal as a Vice-Chair since 2019. He was a member of the Immigration Refugee Board (IRB) for over 10 years serving on both the Refugee Protection Division (RPD) and Refugee Appeal Division (RAD). For 2 of those years, he was an Acting Assistant Deputy Chairperson of the RAD. Before joining the IRB, he sat as a member of the Consent and Capacity Board for 7 years.
Eli Fellman	Public Representative, Vice-Chair

	<p>Mr. Fellman is a lawyer and has served on the College’s Tribunal as Vice-Chair since 2019. He is senior legal counsel for Tribunals of Ontario. He previously acted as Vice Chair for the Ontario Human Rights Tribunal and the Landlord and Tenant Board and a member of the Ontario Rental Housing Tribunal.</p>
Susan Joyce Heakes	<p>Public Representative, Vice-Chair</p> <p>Ms. Heakes is a lawyer and has served on the College’s Tribunal as Vice-Chair since 2019. She also serves as a member on the Consent and Capacity Board and serves as Independent Legal Counsel for Chartered Professional Accountants of Ontario (CPA Ontario).</p>
Marcel Mongeon	<p>Public Representative, Vice-Chair (Bilingual)</p> <p>Mr. Mongeon is a lawyer and has served on the College’s Tribunal as Vice-Chair since 2019. Mr. Mongeon is a mediator and arbitrator and has sat as the Chair of the College of Patent Agents and Trademark Agents Disciplinary Committee. He has also served as a deputy Judge for Hamilton Small Claims Court since 1993.</p>
David Thomas	<p>Public Representative, Vice-Chair (Bilingual)</p> <p>Mr. Thomas is a lawyer and has served on the Tribunal as Vice Chair since 2019. He has previously sat on the Canadian Human Rights Tribunal in Ottawa.</p>
Mohammed Allouche	<p>RCIC – Member (Bilingual)</p> <p>Mr. Allouche has been an RCIC since November 2012 RCIC. He joined the College’s Tribunal in 2019.</p>
Annie Beaudoin	<p>RCIC – Member (Bilingual)</p> <p>Annie Beaudoin has been an RCIC since February 2020. She has previously worked as an Immigration Officer for the Canadian Consulate General, Los Angeles, CA and has taught at University of Montreal.</p>
Sylvie Bertrand	<p>RCIC - Member (Bilingual)</p> <p>Ms. Bertrand was grand mothered in from CSIC as an RCIC in August 2011. She has. She has served as a member of the College’s Tribunal since 2014. She is a Manager for IMEDA, Immigration Education Alliance and also previously taught the Immigration Program at Cégep St-Laurent.</p>

Ben Fok	<p>RCIC - Member</p> <p>Mr. Fok was grandfathered in from CSIC as an RCIC since October 2011. He has served as a member of the College's Tribunal since 2012. He has taught the Immigration Consultant Diploma course in BC.</p>
Satpaul Singh Johal	<p>Public Representative - Member</p> <p>Mr. Johal was grandfathered in from CSIC as an RCIC since September 2011. He has served as a member of the College's Tribunal since 2012. In June 2024 he resigned his membership with the College and has since served on the Tribunal as a Public Representative.</p>
John Lironi	<p>RCIC – Member</p> <p>Mr. Lironi was grandfathered in from CSIC as an RCIC since October 2011. He has served as a member of the Tribunal since 2012.</p>
Rakesh Mehta	<p>RCIC - Member</p> <p>Mr. Mehta was grandfathered in from CSIC as an RCIC since July 2011. He has served as a member of the Tribunal since 2012.</p>
Sandrine Ponpon-Kataully	<p>RCIC – Member (Bilingual)</p> <p>Ms. Ponpon-Kataully became an RCIC in April 2018. She has served a member of the Tribunal since 2019. She has a law degree and has worked as a Small Claims Court Officer, Court Clerk Monitor, Deputy Registrar and Staff Justice of the Peace with the Manitoba Justice Department.</p>
Perminder Sidhu	<p>RCIC - Member</p> <p>Mr. Sidhu was grandfathered in from CSIC as an RCIC since July 2011. He has served as a Member of the Tribunal since before 2012.</p>
Vicenzina (Enza) Buffa	<p>Public Representative – Member</p> <p>Ms. Buffa is a paralegal and mediator and has served on the College's Tribunal as member since 2019. She was previous adjudicator for Tribunals Ontario.</p>

Alisa Chaplick	<p>Public Representative – Member</p> <p>Ms. Chaplick is a lawyer and has served on the College’s Tribunal as member since 2019. She is the Chair of the Discipline Committee of the Home Construction Regulatory Authority. In addition, she is a Member of the Animal Care Review Board and the Fire Safety Commission. Furthermore she is a member of both the Discipline Committee and the Registration Committee of the Professional Engineers Ontario</p>
Louis-Rene Gagnon	<p>Public Representative – Member (Bilingual)</p> <p>Mr. Gagnon has served on the College’s Tribunal as a member since 2012. He has worked as a Lecturer for the Immigration Advisory Service Program at Cegep St_Laurent and also worked as an advisor for the Ministry of Immigration and Cultural Communities.</p>
Teddy Kwan	<p>Public Representative – Member</p> <p>Mr. Kwan is a lawyer and has served on the College’s Tribunal as member since 2019. He teaches the paralegal course at Anderson College of Health, Business & Technology in Windsor.</p>
Joanne Lau	<p>Public Representative – and Member</p> <p>Ms. Lau is a lawyer and has served on the College’s Tribunal as a member since 2019. She is the Interim Director of Legal Services of the Chinese and Southeast Asian Legal Clinic (CSALC) where she was the staff lawyer for over 20 years. During her time there, she represented clients before the Immigration Appeal Division and Federal Court on immigration matters. She was a presiding member of the Consent and Capacity Board of Ontario and is currently a member of the Toronto Licensing Tribunal.</p>
Sonia Light	<p>Public Representative – Member</p> <p>Ms. Light is a lawyer and has served on the College’s Tribunal as a member since 2019.</p>
Sabita Maraj	<p>Public Representative – Member</p> <p>Ms. Maraj is a paralegal and has served on the College’s Tribunal as a member since 2019. She also serves on the Tribunal at the Law Society of Ontario and has been an adjudicator with the Consent and Capacity Board.</p>

Guy Marcel Nono	<p>Public Representative – Member (Bilingual)</p> <p>Mr. Nono has served on the College’s Tribunal as a member since 2019. He holds a doctorate (LL.D.) in international public law from Laval University. He is self-employed as a legal editor. He has volunteered as a legal research assistant in Cameroon. He has also worked as a legal research assistant and associate lecturer for a course in international public law at Laval University and as well as a Legal research assistant at the Center of International Governance Innovation.</p>
Alicia Peters	<p>Public Representative – Member</p> <p>Ms. Peters has served on the College’s Tribunal as a member since 2016. She is currently the Director of Corporate Initiatives for the First West Credit Union in British Columbia.</p>
Oriana Trombetti	<p>Public Representative – Member</p> <p>Ms. Trombetti is a lawyer and has served on the College’s Tribunal as a member since 2019. She is also the Ombudsman for the National Capital Commission in Ottawa.</p>

Complaints Committee

The Complaints Committee must consider all complaints referred to it by the College or the Registrar and may, if the Committee has reasonable grounds to suspect that a licensee committed professional misconduct or was incompetent, refer the matter for an investigation into the licensee’s conduct. The Committee has other options for less serious matters referred to it including, but not limited to, formal caution to the licensee, guidance or resolution terms. 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).

One Public Representative has decided to resign at the end of their term. Staff recommend that this vacancy be filled and additional public members added to ensure we have sufficient capacity to handle the expected volume of cases.

Re-appointments

The individuals below are recommended for re-appointment to the Complaints Committee for a one-year term:

Candidate	Role
Bruce Perreault, RCIC	<p>Bruce has served now for many years as member of the Complaints Committee.</p> <p>Graduate of St. John's High School, New York. Bruce has a BA from The University of Montreal and a Law degree (LLB) from McGill University. He was one of the founding Directors of CAPIC which serves the Consultant community and fought very hard for Regulation.</p>
Carl Wurfel, RCIC	<p>Member of the Complaint Committee since 2016</p> <ul style="list-style-type: none">• RCIC practice in Edmonton, Alberta• Immigration firm handle all types of Immigration files, including appeals problem application, which are his favorite.
Daniela Lima, RCIC	<p>Daniela Lima, RCIC is a Brazilian-born Canadian who is passionate about helping individuals navigate the complexities of Canadian immigration. Having personally experienced the immigration journey, she understands the challenges and uncertainties that newcomers may face when starting a new life in Canada. Her goal is to be a reliable advocate for her clients, supporting them in making Canada their home whether on a permanent or temporary basis. Daniela's journey from Brazil to Canada has given her valuable insights, which she uses to help ensure her clients have a smooth and stress-free immigration process.</p> <p>Daniela has first become a Regulated Canadian Immigration Consultant (RCIC) in 2013 and since 2015 has been a member of the Complaints and Discipline Committee of the College of Immigration and Citizenship Consultants (CICC). She took a break from her practice for a few years to manage a family business but remained actively involved in the immigration field by serving on the Complaints Committee as a member of the public. Since returning to her immigration practice in 2022, Daniela has remained committed to the highest ethical standards.</p> <p>She specializes in economic immigration programs, such as the Federal Skilled Worker Program and Canadian Experience Class, as well as family reunification programs, including Spousal Sponsorship</p>

	<p>and the Parents and Grandparents Sponsorship. Daniela takes a proactive approach, keeping her clients' immigration strategies up to date with the latest legal changes, to maximize their chances of success. She strives to build lasting relationships with her clients, offering support and guidance throughout every step of their immigration journey.</p>
<p>Hadi Mansouri, RCIC</p>	<p>He is the founder of Mansouri Immigration Firm, which he established in 2014. Over the years, he has had the privilege of representing thousands of clients, helping them navigate the complexities of the Canadian immigration system. As a licensed paralegal in Ontario since 2015 and a licensed immigration consultant since 2014, Hadi's practice is rooted in providing comprehensive legal and immigration services with a focus on client advocacy.</p> <p>His passion for the ethical aspects of our profession runs deep. He has always been committed to upholding the Code of Ethics, ensuring that clients' rights are protected, and maintaining the integrity and reputation of our profession. For him, safeguarding these values is not just a responsibility but a long-held passion that drives my work every day.</p> <p>In addition to my practice, he has served for several years on the College of Immigration Consultants of Canada's Complaints Committee, where he contributes to maintaining the profession's high ethical standards. He is also a member of the sandbox for regulating paralegals in British Columbia, allowing him to offer a wider range of legal services in both Ontario and BC.</p>
<p>Hjalmar Leon, RCIC</p>	<p>Hjalmar holds a Bachelor of Laws from South America combined with further post-graduate studies, including an MBA in Global Management from the USA, and a Professional Specialization in Public Sector Management from the University of Victoria.</p> <p>His keen interest is to share his multi-disciplinary knowledge and years of experience in law amongst his students. His passion is teaching ethics and professional conduct.</p> <p>He has assisted and represented clients on cases ranging from international law and civil law cases in Venezuela.</p> <p>Hjalmar was born and raised in Venezuela, in Los Andes Mountains, Cordillera de los Andes, an area forming a continuous highland along the western edge of South America; he has been practicing law since 1991.</p> <p>Outside of his work as Regulated Canadian Immigration Consultant (RCIC) for Canadainmi, Immigration Consulting, and with more than 30 years of combined experience in international business involving</p>

	<p>representation, he has worked on a wide range of immigration cases. He knows the mandate and expectations and uses his administrative law experience to the benefit of his clients.</p> <p>Hjalmar is and has been a co-chair of several non-profit organizations as part of his passion for serving the Latin American community in Canada.</p> <p>"My passion lies in helping other to succeed in Canada. I've served as an instructor for immigration diploma programs at both Ashton College and CDI College, where I've had the privilege of mentoring numerous individuals who are now successful practitioners."</p> <p>"I am anticipating another fruitful term alongside the CICC as we continue our mission to safeguard the public."</p>
Izabela Johnston, RCIC	<p>For almost 29 years, she has been passionate about helping individuals navigate the complexities of Canadian immigration. Her journey began during her immigration process, when she was "discovered" by a former immigration officer. This led to six years of intensive training and experience, after which she founded her company, E Immigration Inc., in 2001, based in the Greater Toronto Area (GTA).</p> <p>While she specializes in assisting Polish and Eastern European clients, her services extend to people from all over the world. she focuses on family sponsorships, including complex bona fide relationships (as per R4.1), and has extensive experience in humanitarian cases, economic immigration, temporary resident applications, and addressing enforcement and inadmissibility issues. She also represented clients at the Immigration and Refugee Board (IRB) in appeals and detention reviews and has contributed to the development of the ICCRC/CICC's specialization in this field.</p> <p>In addition to her practice, she has written a weekly immigration column since 2003 in the Polish newspaper "Gazeta Gazeta," and also has been featured on Polish TV and radio in Ontario. She is also committed to education, mentoring new immigration consultants, co-counseling, and frequently presenting at industry seminars and forums. For over a decades, she has been an active participant in immigration forums, answering questions and sharing insights with other professionals.</p> <p>She is dedicated to ensuring that her clients receive the best possible guidance and representation, and she is enthusiastic about continuing to bring her expertise and commitment to the complaints/discipline department of the CICC.</p>
Li Feng, RCIC	<p>Master of Arts 2022 and Bachelor of Management 2000</p> <ul style="list-style-type: none"> • RCIC since 2016 and member of the Complaints Committee for several years

	<ul style="list-style-type: none"> • Immigration & Settlement Coordinator at Health PEI since 2023 • Acting Manager, Population & Settlement at Department of Workforce, advanced learning and population 2022-2023 • Held different positions at the Department of Economic Growth, Tourism and Culture, PEI • President of Li's consultant
Sol Gombinsky, RCIC	<p>Bachelor's degree university of Calgary 1967</p> <ul style="list-style-type: none"> • Employed by citizenship and immigration from 1967 to 1997 (30years) where he worked as an immigration officer, special inquiry officer, Manager Calgary and Toronto central immigration offices, appeals officer, Ontario region program specialist, Manager immigration adjudication Mississauga, Ontario region quality of service coordinator, etc. • 1997 to present - immigration consultant with designation to represent at immigration hearings, appeals and refugee claims before the IRB • 2020 Part time RCIC advisor at ICCRC • 2021- current Member complaints committee at CICC
Souheila Lebane, RCIC	<p>R Souheila Lebane is a Regulated Immigration Consultant since January 2016, registered with both CICC and the Ministry of Immigration, Francisation, and Integration (MIDI) of Quebec. Souheila Lebane has an International Law degree and is fluent in French, English, and Arabic. As an CICC Tribunal Member since 2019 she brings a unique professional, cultural and linguistic perspective to the team enriching her ability to assist on diverse cases and matters</p>
Public Representatives	
Allan Martin, Public Representative	<ul style="list-style-type: none"> •Grew up in Hamilton, Ontario •Studied at University of Toronto •After university, lived in Berlin Germany for two years •Joined immigration stream of Foreign Service in December 1982 •Visa officer 1982 - 2015 •8 overseas postings, 3 HQ
Hector Cowan, Public Representative	<p>Canadian visa Officer for 20+ years including postings as officer – in – charge in Haiti, Moscow (twice), Singapore and Geneva (a policy role with emphasis on refugee matters. -Consul General in St Petersburg, Russia and Ambassador in Kazakhstan with concurrent accreditation to the Kyrgyz Republic and Tajikistan.</p>

Sherry Wiebe, Public Representative	Lawyer registered in BC and Manitoba with immigration experience including for 11 years as IRB managing member of Refugee Division and Appeal Division (ADC), followed by several years in private practice. Currently General Counsel and CLO of a private company based in Vancouver, which has international outreach.
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New Public Representatives for Consideration

Jason Bennett	<p>Jason is a senior regulatory and governance lawyer with over 20 years’ experience in professional regulation, complaints, investigations, discipline and fitness to practise. He also has substantial corporate governance, prosecutions management, and strategic planning expertise. An expert in board and committee governance, policy, and process efficiency, Jason brings a strategic and thoughtful approach to every legal scenario.</p> <p>Having held senior leadership positions with the Ontario College of Teachers, including Director of Policy, Governance and Tribunals, Jason was the key governance officer at Ontario’s largest professional regulator and oversaw its in-house discipline and fitness to practice tribunal.</p> <p>Jason provided governance, policy and legal advice to the College’s 12-member Council (Board of Directors), its five statutory committees, three regulatory committees, and various rosters of adjudicators, and managed a team of governance, policy and tribunals professionals. Before that, Jason managed the complaints resolution and prosecutions unit of the College, overseeing over 100 discipline and fitness to practice hearings each year and dozens of non-referred complaints, including conditions monitoring.</p> <p>As Director of Corporate Governance at the Ontario College of Trades, Jason established the College’s intake, complaints, investigations and prosecutions processes from scratch and was a key liaison with the Ministry of Labour and the Ministry of Training, Colleges and Universities, among other provincial agencies.</p> <p>As Corporate Secretary & Director of Regional Councils, Jason coordinated the Mutual Fund Dealers’ Association of Canada’s Board of Directors and managed all disciplinary panels and hearings across the country, including ongoing recruitment, training and reason-writing assistance for adjudicative panels.</p> <p>Jason graduated from Queen’s University in 1995 with a B.A.(Hons), received his LL.B. from Queen’s University in 2001, and was called to the Ontario bar in 2002. He also obtained the Grad.ICSA certification from the Institute of Chartered Secretaries and Administrators in 2013. He served as Vice-Chair of the Board of Trustees of OMVIC’s Motor Vehicle Dealers Compensation Fund (2016-2019) and as a member of HCRA’s Consumer Advisory Council (2021-2024).</p>
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Yovanka McBean	<p>Ms. McBean is a licensed paralegal and has over two decades of regulatory experience. She was the Manager, Legal Support at the Ontario Motor Vehicle Industry Council (OMVIC) for 23 years and currently is the Director of Licensing at the Financial Services Regulatory Authority (FSRA). She leads the Market Conduct Action Team, which has allowed her to further develop her understanding of the principles behind a responsible, fair, and balanced approach to assessing suitability and statutory non-compliance.</p> <p>Ms. McBean immigrated to Canada as an infant and subsequently obtained her Canadian citizenship. This perspective coupled with her experience and understanding of how regulatory frameworks support public protection would help inform her work as a member of the Complaints Committee.</p>
Wennie Lee	<p>Wennie Lee, is the principal of the firm of Lee and Company. She obtained her law degree from Western University and completed an LLM in Administrative law at Osgoode Hall Law School. On establishing Lee & Company in 2001, she has focused full-time on Immigration Litigation and judicial reviews at the Federal Court. She has appeared frequently at the Federal Court and argued many cases. She has also handled many cases before all 4 divisions of the IRB. Ms. Lee has co-chaired with the Honourable Justice R. Hughes and the Honourable Justice A. Diner of the Federal Court a program with the Osgoode Professional Development on–<i>The Practical Guide to Federal Court Advocacy</i>. She is currently serving as the CBA-Immigration Section Representative at the Federal Courts Bench + Bar Liaison Committee. She has taught immigration law at Humber College and has presented seminars at various organizations including CBA, OBA, RLA, ACCLLO, CAPIC, etc. Her interest in administrative law has led her to serve as a part-time public member at the Discipline and Appeals Committees of OMVIC (Ontario Motor Vehicle Industry Council) for 8 years. She was elected to serve as Chair of the OMVIC Compensation Fund.</p>

Discussion/Analysis:

Management is recommending the reappointment of our current ICRO Lai-King Hum. Ms. Hum meets the qualifications as set out in the ICRO Regulation Section 6.5, and has agreed to continue in this capacity if reappointed:

- (a) have expertise in the areas of administrative law and professional regulation;*
- (b) be a person of recognized knowledge, judgment, objectivity and integrity, with demonstrated skills in problem solving and dispute resolution; and*
- (c) not be a Licensee, not be a current or former personnel of the Council (that is, an employee or a member of the Council's Board) and not be an Officer of the Council.*

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.

Re-appointment

The individual below is recommended for re-appointment to the ICRO for a one-year term:

Candidate	Role
Lai-King Hum	<p>Founder of Hum Law, Lai-King Hum is known for expertise in all areas of workplace law. Her practice encompasses employment law, human rights, professional regulation, mediation and litigation. Lai opened her Toronto-based employment law and human rights firm in 2014, having established herself as a leading employment law practitioner at top-tier national firms in Ontario and Quebec.</p> <p>Lai advises and represents Canadian and U.S.- and International - based businesses, non-profit organizations, entrepreneurs and individuals in a range of matters in jurisdictions across Canada. She offers legal services in English and French to clients in manufacturing, education, healthcare and financial / banking services. Licensed by both the Ontario Bar and the Quebec Bar, Lai has appeared before various levels of court and tribunals. She is a member of ADR Institute of Ontario and conducts workplace investigations as well as mediations.</p>

	<p>Before embarking on a full-scale investigation, Lai first ensures that the client has explored and exhausted all avenues for resolution. She is experienced in resolving internal workplace matters relating to harassment or discrimination, either through investigations or as a workplace mediator.</p> <p>As a mediator in workplace matters, Lai tailors her approach to the circumstances at-hand, but leans towards an evaluative mediation practice model, rooted in her knowledge of the law.</p> <p>In addition to her practice, Lai is a Deputy Judge in the Small Claims Court of the Superior Court of Justice in Toronto. She is also one of three Discrimination and Harassment Counsel in the Discrimination and Harassment Counsel Program, a service funded by the Law Society of Ontario.</p>
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Attachments:

Appendix A – Revised Appointments to Tribunal Committees and Independent Complaints Review Officer

**PROPOSED APPOINTMENTS AND REAPPOINTMENTS TO TRIBUNAL
COMMITTEE**

DISCIPLINE, FITNESS-TO-PRACTICE 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>	

COMPLAINTS COMMITTEE

Current (12)			Proposed (14)			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>	
1.	Izabela Johnston	<i>RCIC</i>	1.	Izabela Johnston	<i>RCIC</i>	
2.	Souheila Lebane	<i>RCIC (B)</i>	2.	Souheila Lebane	<i>RCIC</i>	
3.	Hjalmar Enrique Leon	<i>RCIC (B)</i>	3.	Hjalmar Enrique Leon	<i>RCIC (B)</i>	
4.	Daniela Lima	<i>RCIC</i>	4.	Daniela Lima	<i>RCIC</i>	
5.	Hadi Mansouri	<i>RCIC (B)</i>	5.	Hadi Mansouri	<i>RCIC</i>	
6.	Alan Martin	<i>Pub Rep (B)</i>	6.	Alan Martin	<i>Pub Rep</i>	
7.	Bruce Perreault	<i>RCIC</i>	7.	Bruce Perreault	<i>RCIC</i>	
8.	Carl Wurfel	<i>RCIC</i>	8.	Carl Wurfel	<i>RCIC</i>	
9.	Melvin Thibodeau	<i>Pub Rep (B)</i>	9.	Melvin Thibodeau	<i>Pub Rep (B)</i>	
			10.	Jason D. Bennett	<i>Pub Rep</i>	
			11.	Yovanka McBean	<i>Pub Rep</i>	
			12.	Wennie Lee	<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>	