



BOARD OF DIRECTORS

MEETING MATERIALS FOR
SEPTEMBER 26, 2024

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Board of Directors Meeting
Thursday September 26, 2024 1:30 pm 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

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 & Policy
 Victoria Rumble, Corporate Secretary
 Joyce Chow Ng, Controller
 Fiona Damani, Assistant Controller

Nithiya Paheerathan, Coordinator, Board
 Administration and Recording Secretary

PROPOSED AGENDA				
#	Time	Topic	Presenter	A/D
1	1:30 pm 2 mins	Welcome and Introductory Remarks a) Land Acknowledgement b) Introductions c) Conflict of Interest	Stan Belevici	Discussion
2	1:32 pm 1 min	Approval of Proposed Agenda	Stan Belevici	Approval (motion)
3	1:33 pm 2 mins	Approval of Consent Agenda Tab A Minutes of Board meeting of June 20, 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 Report on the Research Symposium 2024 Tab F Independent Complaints Review Officer’s Q4 Report June 2024 Tab G Revised Board of Directors and Committee Member Expense Policy	Stan Belevici	Approval (motion)

		Tab H Revised Board of Director and Committee Member Compensation Policy			
4	1:35 pm 10 mins	Report of the Chair		Stan Belevici	Discussion
5	1:45 pm 30 mins	Update on Strategic Plan Initiatives Tab I Strategic Plan Reporting		John Murray	Discussion
Governance					
6	2:15 pm 30 mins	Update on College By-laws Update on College Act Regulations		Ben Rempel John Murray	Discussion
7	2:45 pm 5 mins	Approval of Annual General Meeting Details Tab J Meeting Location and Record Date		Ben Rempel	Approval (motion)
8	2:50 pm 5 mins	Approval of College Governance Policy Tab K Draft Board of Directors Education Policy		Ben Rempel	Approval (motion)
9	2:55 pm 5 mins	Annual Performance Evaluations Tab L Performance Evaluations		Ben Rempel	Discussion
Sustainability					
10	3:00 pm 15 mins	Review of the Unaudited Financial Results for year ended June 30, 2024 Tab M Summarized Unaudited Financial Report for year ended June 30, 2024		Tim D'Souza	Discussion
3:15 pm Break (10 mins)					
11	3:25 pm 5 mins	Approval of Signing Officer Policy Tab N Revised Signing Officer Policy		Tim D'Souza	Approval (motion)
12	3:30 pm 5 mins	Approval of Restricted Net Assets Allocation Tab O Restricted Net Assets Allocation		Tim D'Souza	Approval (motion)
General Information					
13	3:35 pm 5 mins	Board of Directors Meeting Date: October 28, 2024 Location: Via Zoom	Board of Directors Meeting and AGM Date: December 5, 2024 Location: Laval, QC	Stan Belevici	Discussion
In Camera Session - Meeting Closed to the public					
16	4:45 pm	Termination		Stan Belevici	Approval (motion)

5:00 – 6:00 pm

The Westin Nova Scotian – Meet the Board Reception
Main Level, Elements Private Dining Room

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

Held at 12:30 PM, ET, Thursday, June 20, 2024

At Delta Hotels by Marriott Toronto Airport & Conference Centre, Toronto, ON and via Zoom

Board of Directors:

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

Ministerial Observer:

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

Absent:

Ben Rempel
Beata Pawlowska, Director, Professional Standards,
Research, Education and Policy

***(Via Teleconference)**

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
Joyce Chow Ng, Controller*
Fiona Damani, Assistant Controller*
Victoria Rumble, Corporate Secretary

Nithiya Paheerathan, Coordinator, Board
Administration and Recording Secretary

Guest:

Phil Buckley, Change with Confidence Inc.

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 12:35 pm ET.

a) Land Acknowledgement

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

b) Introductions

The Chair welcomed all members and guests and introduced those in attendance. John Murray introduced Laura Halbert, the newly appointed Director, Professional Conduct.

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 declared.

2. APPROVAL OF AGENDA

The Chair called for a motion to approve the meeting agenda. Victoria Rumble noted two amendments.

1. Item #13, Review of College Licensee Policies would be presented by John Murray,
2. Page 75 of the package contained a typographical error, the actual year to date should read \$1,866,395.

Tim D'Souza requested the addition of a discussion regarding the composition of the CEO Performance Review and Evaluation Committee.

Moved by Richard Dennis, seconded by Jennifer Henry:

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

CARRIED

3. APPROVAL OF THE CONSENT AGENDA

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

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

BE IT RESOLVED THAT the 4 items contained in the Consent agenda, as presented, be and are hereby approved, with immediate effect:

- a) Minutes of Board meeting of March 21, 2024,
- b) Report of the Governance and Nominating Committee,
- c) Report of the Finance and Audit Committee,
- d) Asset Depreciation Threshold and Disposal Policy.

CARRIED

4. REPORT OF THE CHAIR

The Chair opened the meeting with a report on recent developments as well as upcoming agenda items. He acknowledged the remarkable strides the College has made, with numerous notable accomplishments.

He remarked that the College had marked a significant milestone in the development of its inaugural strategic plan which serves as a guiding framework for achievement of its core mission and vision.

He advised that future meetings would include an open discussion session to provide Board members with an opportunity to share ideas and concerns and foster a collaborative environment that would assist in accommodating diverse perspectives.

5. DISCUSSION - ICRO QUARTERLY REPORT

The Chair called upon Laura Halbert, Director, Professional Conduct, to report.

Laura Halbert referred to the ICRO report distributed in advance of the meeting which covered the period from February 1st to March 31st. She advised the College had made improvements to address previous issues identified by the ICRO. She stated the new information management system was auto-generating email notices and allowing complainants to check in regularly.

The Chair thanked Laura Halbert for her report.

6. DISCUSSION - STRATEGIC PLAN 2023-2025 - PROGRESS UPDATE

The Chair called upon Phil Buckley, Change with Confidence Inc., to present.

Phil Buckley provided an update on the Strategic Plan 2023-2025 initiatives approved in June of 2023. He reported 5 initiatives had been completed and progress made on many others in the first year of the 3-year plan. He confirmed the College was progressing towards completion of the remaining initiatives within the 3-year time frame.

He highlighted, current development of a quality management framework to oversee licensing compliance and identify learning needs, accomplishments on shutting down high- and low-profile domestic UAPs, improved communications with licensees and other key stakeholders, investment in the College's culture, diversity, and technology infrastructure.

The Chair thanked Phil Buckley for his report.

The Board members engaged in a discussion about the importance of developing key performance indicators (KPIs). They emphasized the need to clearly measure progress with key objectives and metrics.

7. DISCUSSION - COLLEGE ACT AND REGULATIONS - UPDATE

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

John Murray reported that the College is not aware of any further amendments to the *College of Immigration and Citizenship Consultants Act (Canada)* (College Act).

John Murray reported that Immigration Refugees and Citizenship Canada (IRCC) is proceeding with the drafting of the College Act Regulations in consultation with the Department of Justice. The draft regulations are expected to be published in the *Canada Gazette* for public comment in late fall 2024.

John Murray advised the College is developing a consultation process to inform licensees of the draft regulations and collect their comments to provide to IRCC.

John Murray advised that it was crucial for the College By-laws to be drafted to closely align with the College Act Regulations to avoid any gaps in the College's regulatory regime that would put the public interest at risk. He indicated that IRCC anticipates that the College Act Regulations will become effective in mid-2025.

The Chair thanked John Murray for his report.

8. REVIEW COLLEGE BY-LAW DEVELOPMENT PROCESS

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

John Murray provided an overview on the process for the development of the College's By-laws. He stated College staff are working on drafting comprehensive by-laws that will complement the College Act and its regulations, establishing the post-transition governance and regulatory framework. He reported that the goal is to have these by-laws come into effect concurrently with, or as soon as possible after, the regulations.

He stated that a draft would be developed for a conceptual review by the Board followed by a more detailed review once a near-final draft had been developed. Due to the impact of the *Statutory Instruments Act* (Canada), some of the by-laws would be subject to additional review by the Department of Justice.

John Murray thanked the Governance and Nominating Committee (GNC) for all the back-end work on the by-law review process. He updated the Directors on the revised College By-law Framework:

By-laws likely requiring only Board Approval:

By-law 1 – By-laws Generally and Definitions

By-law 2 – Organization and Corporate Provisions

By-law 3 – Fees and Licensing

By-law 4 – Licensees

By-law 5 – Firms

By-law 6 – Conflict of Interest for Directors, Officers and Committee Members

By-laws likely requiring DOJ/government approval:

By-law 7 – [Powers of the Registrar]

By-law 8 – [Compliance Audits/Quality Assurance]

By-law 9 – [Committees]

By-law 10 – [Complaints Committee/Complaints and Discipline]

By-law 11 – [Compensation Fund]

By-law 12 – [Use and Protection of Confidential Information]

The Chair thanked John Murray for his report.

9. APPROVAL – BOARD COMMITTEE TERMS OF REFERENCE

The Chair called upon John Murray, President & CEO, and Victoria Rumble, Corporate Secretary, to present.

Victoria Rumble reported that each Committee's Terms of Reference (TOR) required that the Committee review and update its terms of reference annually to ensure they remain current and aligned with the Board's priorities. She referred to the draft TORs distributed in advance of the meeting. She reported that at the GNC meeting on June 3, 2024, she presented a comparison of the TOR for all Board Committees to highlight the roles and responsibilities of each Committee, confirm the clear division of committee responsibilities, and verify appropriate risk assessment and mitigation measures are in place. Victoria Rumble indicated that a copy of this comparative analysis was included in the meeting materials.

She reported that, following review of the comparison by GNC, proposed revisions to the TOR for GNC and the Finance and Audit Committee (FAC) were presented. She indicated that GNC deliberated on whether enterprise risk oversight should be the sole responsibility of the FAC or if the responsibility for risk management should be shared across multiple Board Committees. The members discussed and concluded that enterprise risk oversight should be the responsibility of FAC.

Moved by John Burke, seconded by Normand Beaudry:

BE IT RESOLVED THAT the revised FAC Terms of Reference, in substantially the form presented, be and are hereby approved with immediate effect.

CARRIED

Moved by John Burke, seconded by Normand Beaudry:

BE IT RESOLVED THAT the revised GNC Terms of Reference, in substantially the form presented, be and are hereby approved with immediate effect.

CARRIED

John Murray referred to the proposed TOR distributed in advance of the meeting for a new standing Committee of the Board - the CEO Performance Review and Evaluation Committee. This Committee would formalize the process developed by an ad hoc committee created last year to review the CEO's performance and set objectives.

The Board discussed the Committee's composition, agreeing that the Board Chair should be a member. To avoid undesirable delays until the next scheduled Board meeting in September, members were nominated to support this initiative.

The following members were selected to serve on the Committee: Stan Belevici, Tim D'Souza, Jyoti Singh, Ben Rempel, and John Burke. The Committee's first meeting will be scheduled for July to allow a timely start to the CEO performance evaluation. It was noted that the new committee would choose its own chair at its first meeting.

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

BE IT RESOLVED THAT the amended CEO Performance Review and Evaluation Committee Terms of Reference, in substantially the form presented, be and are hereby approved with immediate effect.

CARRIED

Moved by Jennifer Henry, seconded by Jyoti Singh:

BE IT RESOLVED THAT Stan Belevici, Tim D'Souza, Jyoti Singh, Ben Rempel, and John Burke be and are hereby appointed as members of the CEO Performance Review and Evaluation Committee of the College with immediate effect.

CARRIED

The Chair thanked John Murray and Victoria Rumble for their report.

10. REVIEW OF FINANCIAL RESULTS FOR PERIOD ENDED MARCH 31, 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 provided an update from the FAC meeting held on May 16, 2024. He reported that the Committee had discussed the financial results for period ending March 31, 2024. He reported on the revenue and expenses, as compared to budget. He reported that management expressed confidence in the spending forecast.

The Chair thanked Tim D'Souza for his report.

11. DRAFT OPERATING AND CAPITAL BUDGET FOR FISCAL 2025

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

Tim D'Souza referred to the materials distributed in advance of the meeting. He reported that FAC had conducted a thorough review of the draft operating and capital budget for fiscal 2025. He provided a summary of the draft operating capital budget for fiscal year 2025 reporting on the anticipated revenues and proposed expenses. He commented that the expected revenue increase was driven by annual licensing fees and program volumes. He indicated that expenses were projected to increase by \$2 million over this year's forecast, which included increases in staffing. Tim D'Souza appreciated the ambitious nature of the future College projects but noted that spending estimates have historically been higher than actual costs.

Management provided input on the draft budget, with discussions around restricted assets and potential changes to Director and Officer liability and indemnity, as well as IT infrastructure. They also considered the compensation fund and quality management as areas that may impact the budget going forward.

After discussion, the Board decided to revise the budget by allocating an additional \$50K for Board professional development and a potential review of Board compensation.

Moved by Tim D'Souza, seconded by John Burke:

BE IT RESOLVED THAT the proposed budget for the financial year of the College ending June 30, 2025, as amended, be and is hereby approved.

CARRIED

12. AUDITOR ENGAGEMENT AND REMUNERATION

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

Tim D'Souza reported that, at the FAC meeting of May 16, 2024, the Auditor, Grant Thornton LLP, presented the annual Audit Plan and Engagement Letter for Committee review. The Committee had no concerns with the Engagement Letter as presented. He reported that the Auditor presented the audit plan which included a materiality of 3%. The Committee considered this change from the Fiscal year 2023 rate of 1.5% and requested that the auditor revise the audit plan incorporating a materiality of 2.5%. He indicated that upon revising the materiality there were no changes to the proposed fee of \$50,000. He noted that the Auditor has indicated that additional procedures may be required in connection with the review of iMIS resulting in additional fees.

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

BE IT RESOLVED THAT the remuneration fee of the Auditor, Grant Thornton LLP, for fiscal year 2024, be and is hereby approved with immediate effect.

CARRIED

The Chair thanked Tim D'Souza for his report.

13. REVIEW OF COLLEGE LICENSEE POLICIES

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

John Murray referred to the materials distributed in advance of the meeting. He presented the Revised Eligibility to Obtain Class L3 Licence RCIC-IRB Unrestricted Practice Policy and the Revised Research Policy. He reported that the main change to the Eligibility to Obtain Class L3 Licence RCIC-IRB Unrestricted Practice Policy was the elimination of the "PLAR pathway" and the "hybrid pathway" for becoming an RCIC-IRB. He reported that these pathways had been available for 2 years and the resulting revision would limit licensees who had not obtained their Class L3 licenses to enroll in the full education program. He reported that the Revised Research Policy now recognizes Research Fellows.

Moved by Jennifer Henry, seconded by Marty Baram:

BE IT RESOLVED THAT the Revised Eligibility to Obtain Class L3 Licence RCIC-IRB Unrestricted Practice Policy and the Revised Research Policy, in substantially the form presented, be and are hereby approved with immediate effect.

CARRIED

The Chair thanked John Murray for his report.

14. DISCUSSION – FRAUD PREVENTION MONTH

The Chair called upon Jessica Freeman, Director, Communications and Stakeholder Relations, to present.

Jessica Freeman stated that the College is a member of the Fraud Prevention Forum, and annually participates in Fraud Prevention Month. She reported the College had conducted a campaign aimed at introducing the concept of licensed consultants and the College's role as a self-regulatory organization.

She reported that following a procurement process, the College selected an external marketing agency with expertise in international marketing, to run campaigns in 4 key countries: China, India, Nigeria, and the Philippines. She explained that the domestic and international marketing campaigns aimed to raise awareness by using multiple creative ads across several platforms including Facebook, Instagram, LinkedIn, Twitter, YouTube, Spotify, and Google, targeting 18–44-year-olds who were looking to immigrate or help family members.

Jessica Freeman presented samples of the creative ads and highlighted the campaign's success noting that it delivered over 445,000,000 impressions across all 18 countries and channels. She emphasized the impressive reach with 6.1 million views on YouTube and an average watch time of 37 seconds for ads that were only 42 seconds long. Additionally, she reported that the campaign led to a 39% increase in visitors to the Public Register and a 52% increase in website page views.

The Chair thanked Jessica Freeman for her report.

15. NEXT MEETING AND TERMINATION

The next meeting of the Board of Directors will be held in-person and via Zoom on September 26, 2024, in Halifax, Nova Scotia.

MEETING CLOSED TO THE PUBLIC (IN-CAMERA SESSION)

IN-CAMERA SESSION MOTIONS

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

BE IT RESOLVED THAT the Board meeting move in camera.

CARRIED

16. 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

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

(No motions were passed in camera.)

BE IT RESOLVED THAT

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

CARRIED

17. TERMINATION

Moved by Jyoti Singh, seconded by John Burke:

BE IT RESOLVED THAT the meeting be and is hereby terminated at 4:00 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, as amended, be and is hereby.	1
2	Consent Agenda	<p>RESOLVED THAT the 4 items contained in the Consent agenda, as presented, be and are hereby approved, with immediate effect:</p> <ol style="list-style-type: none"> 1. Minutes of Board meeting of March 21, 2024, 2. Report of the Governance and Nominating Committee, 3. Report of the Finance and Audit Committee, 4. Asset Depreciation Threshold and Disposal Policy. 	2
9	Board Committee Terms of Reference	<p>RESOLVED THAT</p> <ol style="list-style-type: none"> 1. the revised FAC Terms of Reference, in substantially the form presented, be and are hereby approved with immediate effect. 2. the revised GNC Terms of Reference, in substantially the form presented, be and are hereby approved with immediate effect. 3. the amended CEO Performance Review and Evaluation Committee Terms of Reference, in substantially the form presented, be and are hereby approved with immediate effect. 4. Stan Belevici, Tim D'Souza, Jyoti Singh, Ben Rempel, and John Burke be and are hereby appointed as members of the CEO Performance Review and Evaluation Committee of the College with immediate effect. 	3
11	Draft Operating and Capital Budget for Fiscal 2025	RESOLVED THAT the proposed budget for the financial year of the College ending June 30, 2025, as amended, be and is hereby approved.	4
12	Auditor Engagement and Remuneration	RESOLVED THAT the remuneration fee of the Auditor, Grant Thornton LLP, for fiscal year 2024, be and is hereby approved with immediate effect.	5
13	Review of College Licensee Policies	RESOLVED THAT the Revised Eligibility to Obtain Class L3 Licence RCIC-IRB Unrestricted	6

Resolution	Agenda Item	Topic	Motion
		Practice Policy and the Revised Research Policy, in substantially the form presented, be and are hereby approved with immediate effect.	
15	Board meeting move in camera	RESOLVED THAT the Board meeting move in camera.	7
18	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.	8
19	Termination	RESOLVED THAT the meeting be and is hereby terminated at 4:00 PM ET.	9

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: **September 26, 2024**

Summary:

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

- August 6, 2024
- September 10, 2024

Requested Action:

This memorandum is for the information of Directors only. Specific GNC proposals requiring Board approval are included on the Board meeting Agenda under items 7, 8 and 9.

Discussion/Analysis:

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

Governance and Nominating Committee Workplan:

The Committee conducted a review of its workplan, making necessary adjustments to accommodate the increased workload associated with By-law drafting.

Annual General Meeting:

The Committee deliberated on the proposed motion to be presented for approval at the upcoming Board meeting scheduled for September 26, 2024. This motion encompasses key details for the 2024 Annual General Meeting of licensees, including:

1. Setting the date and time
2. Selecting the location
3. Establishing the record date

After careful consideration, the Committee reviewed and endorsed the proposed meeting location and record date for the Annual General Meeting. The Committee recommended a motion for Board approval at the September 26, 2024, meeting.

Update on College Regulations:

The Committee reviewed the modified Preliminary By-law Framework which identified those items that require board approval only and those that may require additional government approval. The Committee approved the modification of by-law content organization to better consolidate related subject matter within the same by-laws. The Committee was provided with new proposed drafts of by-law 5 Firms, By-law 12 Compensation Fund and Compensation Fund Committee, and by-law 2 Organization and Corporate Provisions and Election Policy shortly before the meeting and agreed to follow-up with comments in writing taking into consideration input from the Board of Directors on by-laws 1,2,3,4 and 6.

Performance Evaluation:

The Committee conducted a review of the draft self-evaluation questionnaires for the Board, Board Chair and Committees. Following this review, the committee instructed management to distribute these questionnaires to all Directors for completion.

Review of College Governance Policies:

The Committee examined proposed modifications to two governance policy is focusing on enhancing clarity:

1. Board of Directors and Committee Member Expense Policy
2. Board of Directors and Committee Member Compensation Policy

The Committee recommended a motion to approve the revised policies for Board approval at the September 26, 2024, meeting.

Board Development:

The committee conducted an evaluation of the board development approach on enhancing board education and will be the framework for a board education policy. Following their evaluation the committee directed management to draft a Board of Directors Education Policy for approval at the upcoming meeting scheduled for September the 26, 2024 meeting.

The Committee also reviewed a proposal for an educational session to be held during the Board of Directors meeting on September 26th. This session aims to enhance the knowledge and skills of board members, contributing to more effective governance and decision-making.

Board Development Initiatives:

The Committee evaluated 3 approaches for conducting a compensation survey. Following the discussion, the committee directed management to obtain 3 separate quotes for conducting the compensation survey. These quotes will be presented to the board for review and consideration at the upcoming meeting scheduled for September 26, 2024.

Draft Annual Report:

The committee received a draft copy of the annual report for information purposes.



References:

Tab J – Meeting Location and Record Date

Tab K – Draft Board of Directors Education Policy

Tab L - Performance Evaluations

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: **September 26, 2024**

Summary:

The Finance and Audit Committee (FAC) met on September 13, 2024. FAC discussed the year end financial results, the Auditor Performance evaluation, the risk mitigation register format and revisions to both the Board of Directors and Committee members Expense Policy and the Signing Officers Policy.

Requested Action:

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

Discussion/Analysis:

The following topics were discussed during the FAC meeting on September 13, 2024:

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 June 30, 2024, show returns consistent with expectations. No concerns with the investment results were noted and FAC accepted the results as tabled.

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

Management presented the financial results for the period ending June 30, 2024. Management highlighted key drivers of the variance between actual and budgeted results. The Committee discussed the need for future year-end financial results reports to compare the year-end financial results to the forecast estimates prepared by Management and discussed by the Committee. (These Forecast results are typically presented and discussed at the FAC meeting in May or June of each year). The Committee Chair noted that in his work preparing for the meeting, he compared the year-end actuals to the Forecast and notes that the overall surplus as quite close to Forecast – off by just \$0.2M. The variance is driven by actual revenue being \$0.7M higher than forecast and expenses \$0.9M lower than forecast. Gaining insight into the drivers of these variances would be useful. The Committee also discussed the restricted net assets allocation and made a recommendation to the Board of Directors for approval. The Committee reinforced the

need to focus on the establishment of a formal reserve policy – to help guide the further breakdown of the net assets that remain unallocated.

Auditor Performance Evaluation Form:

FAC undertook a review of the draft auditor performance evaluation form. The committee made targeted changes to ensure that the feedback mechanism was clear and unambiguous. Changes were also made to ensure that the feedback collected through this form would be actionable and beneficial. The final set of changes suggested by the Committee relates to including a method to carve out responses provided by the FAC and those provided by Management. While an overall summary of all results is useful, a summary that breaks down the aggregate responses of the FAC group and the Management group may provide for useful comparisons.

Risk Mitigation:

The Finance and Audit Committee (FAC) conducted a thorough examination of the format used in the Draft Risk Mitigation register. This review process considered:

1. The register's structure effectively captures and communicates potential risks
2. The format allows for clear presentation of mitigation strategies
3. The register facilitates easy tracking and updating of risk factors

FAC provided input on the range of risks to be included in any summarized Risk Report. While reinforcing the need to monitor a full range of risks, perhaps just the top 10-15 need to formally reported to the FAC on a regular basis. FAC also asked for commentary to be included to help the committee understand key changes and trends – and to comment any risks that may be just below the top 10-15 that are worth noting. FAC also provided guidance on the frequency of risk reporting to the Committee – suggesting reporting once every six months or so may be appropriate. FAC thanked the Management team – and particularly the Corporate Secretary for the work here, noting the strong progress made. FAC encouraged the presentation of the material to the full Board. Once the Board agrees to the format, Management can work to populate the content with real risk data.

Board and Committee Expense Policy:

FAC conducted an examination of the proposed modifications to the Board Expense Policy. The modifications related to suggesting that modifications be made to clarify that reimbursement for the use of a personal vehicle for College business at a prescribed rate is not at odds with the draft policy's restrictions on providing payments for 'non-monetary' expenses. Discussion and comments reaffirmed that the policy as presented with the modest modification suggested is clear, fair, and likely easily interpretable by all board members. FAC approved a resolution recommending that the Board of Directors approve the revised Board and Committee Expense Policy.



Revised Signing Officer Policy:

FAC conducted an evaluation of the proposed amendments to the Signing Officer Policy. FAC agreed to the updated policy as presented and approved a resolution recommending that the Board of Directors approve the revised Signing Officer Policy.

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: September 26, 2024

Summary:

The CEO Performance Review and Evaluation Committee (CPRE) met on the following dates:

- July 25, 2024
- August 12, 2024
- September 04, 2024

Requested Action:

This memorandum is for the information of Directors only. Specific CPRE proposals requiring Board approval are included on the Board meeting Agenda under item 16.

Discussion/Analysis:

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

Recommendation of Committee Chair:

The Committee unanimously agreed that Stan Belevici would serve as Chair of the Committee.

Review of Committee Terms of Reference:

The Committee conducted a review of its Terms of Reference, with a view to the Committee's responsibilities.

Review of Draft Workplan:

The Committee made an addition to the draft workplan incorporating CEO succession planning.

Review of Draft CEO Self-Assessment:

The committee reviewed the draft CEO performance survey to be sent to all directors for completion along with the CEO Self-assessment survey. After careful consideration the committee suggested amendments to the document to encourage directors to include specific comments and rationale.



Draft CEO Goals for F2025

The Committee discussed the establishment of CEO Goals for the fiscal year 2025. The Committee emphasized that these goals should align closely with the priorities outlined in the Strategic Plan, incorporate measurable elements, and focus on areas where the CEO can exert direct influence and impact.

References:

Tab Q – Draft CEO Objectives for F2025

Report on the 2024 Research Symposium

The World on the Move: Navigating Migration, Regulatory Excellence, and Research in the Modern Era

The second Research Symposium hosted by the College of Immigration and Citizenship Consultants in June 2024 was a unique opportunity for the convergence of thought leaders, regulators, researchers, and professionals from Canada, the UK, and Australia. This international assembly was united in its shared commitment to advancing immigration regulatory affairs. Building on the success of the inaugural symposium held in 2023, this year's event marked another significant milestone in the collective journey toward a deeper understanding of immigration and regulatory effectiveness.

It was a pleasure to welcome all participants to the second Research Symposium hosted by the College of Immigration and Citizenship Consultants. Building on the success of our Inaugural Symposium held in 2023, our June event marked another milestone in our collective pursuit of immigration understanding and regulatory effectiveness. The symposium provided a platform to continue our journey as researchers and thought leaders, transcending geographical boundaries with a shared commitment to advancing immigration regulatory affairs. Our 2024 theme, *'The World on the Move: Navigating Migration, Regulatory Excellence, and Research in the Modern Era,'* reminded us of the impact that migration, scientific pursuits, governance, partnerships, and regulatory frameworks have on our societies, economies, and the global landscape.

The theme for 2024 underscored the impact that migration and regulatory frameworks have on societies, economies, and the global landscape. Throughout the event, participants explored key issues, each highlighting the dynamic and complex relationship between migration, regulation, governance, science, and academia. These discussions ranged from the role of migration in fostering economic growth, the role of AI in immigration practice, the vital role of licensed immigration practitioners in newcomers' journey to Canada, unauthorized practice, and the ethical considerations and regulatory challenges within the immigration space. The diverse range of topics captured the richness of immigration issues and the growing importance of regulatory oversight in this sector.

In Canada, immigration continues to shape the nation's future, with Immigration, Refugees, and Citizenship Canada reporting a record number of 471,550 new permanent residents in 2023, a 7.89% increase from the previous year. The projections for 2024 are even more ambitious, with plans to welcome 485,000 new permanent residents, with further increases planned for 2025 and beyond. Additionally, Canada saw 1,040,985 international students with active study permits in 2023, representing a 29% increase from the previous year. These figures demonstrate the growing importance of immigration and the crucial role regulators play in ensuring ethical practices, safeguarding public interest, and upholding high standards of professional conduct. The symposium commenced with a video address by the Honourable Marc Miller, Minister of Immigration, Refugees, and Citizenship, followed by welcome remarks from John Murray,

President and CEO of the College. The opening remarks underscored the importance of collaboration in navigating the evolving landscape of immigration and regulation.

Throughout the symposium, a series of presentations and discussions provided valuable insights into various aspects of migration, regulation, and governance. The keynote presentation by Dr. Beata Pawlowska, Director of Professional Standards, Research, Education, and Policy at the College, emphasized the intricate link between migration and global governance, focusing on how migration serves as a driving force for economic growth. A key aspect of her presentation was the discussion on the increasing role of artificial intelligence (AI) in immigration practice and the future of immigration regulation.

Dr. Adam Vanzella-Yang, Senior Research Associate at the Conference Board of Canada, presented on the challenges faced by international students transitioning from education to employment in Ontario and British Columbia. His presentation focused on the barriers that international students encounter despite their education and qualifications, and he proposed strategies for institutions to improve labor market integration and employment outcomes. Another insightful presentation was delivered by Dr. Marshia Akbar from Toronto Metropolitan University, who shared her research on supporting international students enrolled in Toronto-area colleges. Her presentation stressed the importance of a multisectoral approach, calling for policy improvements and collaborative efforts across government, academic institutions, and industry to enhance students' academic and career success.

Larissa Bezo, President and Chief Executive Officer of the Canadian Bureau for International Education, unpacked the 2023 International Student Survey results, a national dataset that provides critical and holistic insights from 32,000 respondents. The presentation offered a holistic perspective on the international student journey and its relevance in the context of Canada's immigration landscape. Key trends and patterns were highlighted, including insights into international students and their experiences with education agents as they plan their journey to study in Canada.

Dr. Cassandra Barber, a Research Associate at the College, and Dr. Beata Pawlowska co-presented on the role of licensed immigration professionals in facilitating international students' journey to Canada. They emphasized the crucial role that licensed professionals play in ensuring that students receive reliable and ethical immigration advice, further highlighting the need for stronger regulatory frameworks to uphold professional standards in this field.

One of the key international discussions was led by Emily Winch, Senior Director at the Office of the Migration Agents Registration Authority in Australia's Department of Home Affairs, and Jennifer Murano, Counsellor at the Department of Home Affairs, Australian High Commission in Ottawa. Their presentation focused on the behavioral insights that drive misuse of Australia's Protection Visa program. They shared strategies the Department of Home Affairs has implemented to reduce non-genuine claims and improve program integrity, particularly by using communication tactics to address the root causes of such behavior.

Dr. Ashika Niraula from Toronto Metropolitan University presented on how migrants navigate uncertainty in the migration decision-making process. Her research underscored the importance of trust in sources of information, such as social networks and migration brokers, and how this affects migration journeys, particularly in the context of heightened uncertainty due to global events.

Deirdre Gilchrist, Acting Director of Service Delivery at the UK's Office of the Immigration Services Commissioner, discussed the enforcement challenges of tackling illegal immigration advice. She highlighted the difficulties in detecting unauthorized advisers and the risks they pose to migrants, calling for stronger regulatory enforcement and cross-border cooperation to protect vulnerable individuals.

Dr. Maciej Karpinski from Immigration, Refugees, and Citizenship Canada shared insights from the Canadian immigrant experience in dealing with major legal problems. His presentation provided data on the types of legal challenges immigrants face and explored potential solutions to improve their access to justice, focusing on the long-term impacts of legal barriers on immigrant integration.

Dr. Beata Pawlowska from the College and Dr. Saad Chahine, the founder and director of Metrein Inc., offered an overview of the development and implementation of CBA for entry to practice, confirming that all practitioners maintain high standards of knowledge and professionalism in managing complex immigration and student advisory cases.

Dr. Susan Glover Takahashi, Adjunct Lecturer at Temerty Faculty of Medicine, University of Toronto; Principal Consultant at SGT & Associates; Director of Education at Cleverpoints; Vicki McCoy, Managing Director at Cleverpoints; Julia Martin, founder of Julia Martin Law Professional; and Dr. Pawlowska from the College delivered a presentation that focused on the limits of education in the remediation of professionals, examining both barriers and enablers in the process. It highlighted the need for a deeper understanding of education's role in remediation, exploring relevant literature and case studies. The discussion also identified key issues and potential options for improving the use of education in the remediation of professionals.

Finally, Peter Christensen, Assistant Director at IRCC, discussed the use of AI in immigration programs. His presentation explored both the operational and ethical challenges of using AI in processing immigration applications and providing immigration advice, raising important questions about the future of AI in shaping immigration systems.

As migration trends continue to evolve, the College remains committed to upholding high standards in immigration consulting and protecting the public interest. Our work is far from over. However, through our collective engagement and collaboration, we can navigate the complexities of immigration regulation, drive systemic change, and uphold public safety. As we continue engaging in meaningful dialogue, seeking innovative solutions, and advocating for policies and practices, we remain steadfast in upholding our mission to protect the public interest.



The 2024 Research Symposium was a success, solidifying the College’s position as a thought leader in its quest to protect the public interest. It elevated the College’s reputation and profile while providing critical insights to inform our strategies, programs, policies, and practices. The symposium also strengthened existing partnerships and fostered new collaborations with key stakeholders and regulatory bodies, further enhancing the College’s impact in the sector.

Independent Complaints Review Officer's QUARTERLY REPORT

April 1, 2024 to June 30, 2024

August 30, 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 ("Report"), covering the period from April 1, 2024 to June 30, 2024 ("Period"), has been completed for August 30, 2024, in time for the Council to review for its next Board meeting.

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

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

Mandate of the ICRO

On receiving a request for review 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 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 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 rise in the numbers of requests for review from August 2023 to the end of January 2024 (covered in the last two Quarterly Reports) appears to have subsided. The statistics for the months of February and March 2024 ("Current Period") is more in line with the historical statistics for requests for review received per quarter since I stated in this ICRO role.

Requests for Review Received	Reviews Concluded	Active Reviews ²
3	2	1

² The Active Review was received CD.2023.323, and concluded on July 4, 2024. It will be listed in the next Quarterly Report.

ICRO decisions are expected to be rendered within 30 days receipt of a request for review, and two of the reviews concluded in this period met that timeframe. The one outstanding active review refers to one received and not concluded during the Period.

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 Complaints Committee with a recommendation for further action.

Two of the three requests for review were concluded during this Period. Both decisions confirmed that the procedures in the College's handling of the complaints were fair, with no errors of fact and law in the way the complaint was handled. No recommendations were made by the ICRO during this Period to assist in improving the College's 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.2023.188

Review Received by ICRO: April 19, 2023

Matter Closed by ICRO: April 22, 2024

Disposition: The College had previously issued a decision in this file on November 21, 2023 (see ICRO's Quarterly Report, October 1, 2023 to January 31, 2024). The decision at the time was to refer the case back to the College for further consideration of a regulatory issue raised in the Complaint and not addressed in the College's decision. The second decision of the College in this file was confirmed. There were no findings of procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

2. College File No: CD.2023.619

Review Received by ICRO: April 29, 2023

Matter Closed by ICRO: May 27, 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

Two (2) reviews were completed during the Current Period covered by this Report. I found no procedural unfairness, or errors in fact or in law, in the way that the complaint was handled.

As noted above, no recommendations were made by the ICRO during the Period. The ICRO attributes this reduction in recommendations at least in part to the College's adoption of earlier recommendations made by the ICRO.

Conclusion

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

An important aspect of the College's role in regulating immigration and citizenship consultants in the public interest is the complaints process against individual licensees. The College relies on the public and individual complainants to make complaints about licensees who fail to comply with their code of professional conduct, including when they fall below competence standards.

Through the request for review process, the ICRO holds the College accountable for ensuring that complaint handling procedures used by the College are fair, without errors in fact or in law. The ICRO decisions are thus made in the spirit of increasing public confidence in the College and the fulfilment of 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, consider and implement many of the ICRO's recommendations, and be accountable for the College's regulatory mandate to act in the public interest and protect the public. The ICRO will continue to monitor the College's complaints handling processes and provide recommendations, as needed.

Dated this August 30, 2024

Independent Complaints Review Officer



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

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Consent Agenda Item – Revised Board of Directors and Committee Member Expense Policy**
Date: **September 26, 2024**

Summary:

The Revised Board of Directors and Committee Member Expense Policy is presented for approval by the Board of Directors.

Requested Action:

THAT: the Revised Board of Directors and Committee Member Expense Policy in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

Following a recent review of the Board of Directors and Committee Member Expense Policy, the following amendments are proposed:

- Only monetary expenses will be reimbursed
- Director expense forms to be submitted to Coordinator, Board Administration
- Chair expense forms to be submitted to the President & CEO
- References to employees removed
- Directors must obtain advance approval from the Chair for hospitality expenses

Attachment:

Appendix A – Revised Board of Directors and Committee Member Expense Policy – Blacklined
Appendix B – Revised Board of Directors and Committee Member Expense Policy



Board of Directors and Committee Member Expense Policy

GUIDING DOCUMENT(S):

By-laws

DOCUMENT TYPE:

Policy

ADMINISTRATOR(S): TBD

DOCUMENT NUMBER:

TBD

REVISION DATE:

EFFECTIVE DATE:

~~June 19, 2020~~ September 26, 2024

~~March 22, 2022-September 10,~~
2024

PURPOSE

This policy specifies the circumstances under which Directors, members of committees, and members of task forces and working groups; ~~and staff~~ of the College of Immigration and Citizenship Consultants (College) will be reimbursed for business and travel expenses incurred on behalf of the organization.

APPLICATION AND SCOPE

Section 62.1 of Council By-law 2021 – 2 provides that the reasonable travelling and other expenses properly incurred by Directors and Ccommittee members shall be reimbursed in accordance with guidelines established by the Board from time to time upon submission to the College of bona fide statements or vouchers for such expenditures.

This policy applies to Directors, Ccommittee members, task force and working group members; ~~the President & CEO, and all officers and employees~~ of the College.

DEFINITIONS

Chair: means the Chair of the Board of Directors.

Expense: means an expenditure made from personal funds or incurred by a Director, ~~officer,~~ employee or committee, working group or task force member of the College or other person in performing approved duties on behalf of the College, and includes costs for travel, hospitality and/or other business expenses. For the purpose of this policy, expenses eligible for

reimbursement include, without limitation, expenses incurred in relation to travel, meals and accommodation in connection with College meetings, events and related conferences, hospitality costs relating to the foregoing, and miscellaneous business--related costs incurred in connection with the foregoing. In the normal course, expenditures incurred ~~by the foregoing~~ on behalf of accompanying spouses or companions will not be considered Expenses and will not be reimbursed by the College.

Finance and Audit Committee: ~~refers to~~means the Finance and Audit Committee of the Board of Directors created pursuant to By-law s. 56.1.

1. POLICY REQUIREMENTS

1.1 No person shall seek reimbursement of any Expense from the College other than in compliance with this policy.

1.2 Expenses eligible for reimbursement by the College shall be governed by the following principles:

Flexibility: travel and other decisions should respond to the individual needs of the traveller as far as reasonably possible while meeting operational requirements.

Respect: expense policies and procedures should create a sensitive, supportive environment that respects individual needs.

Transparency: this policy shall be applied fairly and equitably to all to whom it applies.

2. TRAVEL

2.1 Subject to the foregoing, where travel is required for in-person attendance at meetings, conferences or other events:

2.1.1 airfare for travel within North America shall be reimbursed at actual cost or the full economy rate for a similar flight, whichever is lower;

2.1.2 airfare for travel outside of North America may be reimbursed at business class rates when authorized in advance at the discretion of the President & CEO;

2.1.3 rail travel shall be reimbursed at the actual cost or the rate applicable to one class above -economy class, whichever is lower;

2.1.4 travel by personal motor vehicle is permitted at the option of the traveller and will be reimbursed at a rate per kilometre equivalent to the then-applicable Canada Revenue Agency rate for allowable business expense travel; or the amount that would otherwise be reimbursable under sections 2.1.1, 2.1.2 or 2.1.3 above, whichever is lower;

2.1.5 use of rental vehicles is permitted if authorized in advance by the President & CEO and will be reimbursed at the rate for compact vehicles unless larger vehicles are authorized based upon such factors as, safety, the needs of the traveller(s) and the nature of any goods transported;

2.1.6 parking for personal or rental vehicles used for authorized travel shall be reimbursed based on the charges incurred;

2.1.7 parking for private vehicles at an airport or rail terminal shall be reimbursed based on the charges incurred when it is convenient for the traveller to use a personal vehicle and such charges are reasonable when compared with the cost of equivalent transport; and

2.1.8 use of taxis, shuttles, ride services and other local transportation services is authorized for short local trips and shall be reimbursed based on the charges incurred, including any gratuities paid.

3. ACCOMMODATION

~~1.~~

3.1 Subject to section 1 above, where accommodation is required for in-person attendance at meetings, conferences or other events:

3.1.1 the standard for accommodation is a single room, in a safe environment, conveniently located and comfortably equipped (including internet access);

3.1.2 where the meeting, conference or other event is held at a venue offering accommodation, it is expected that the traveller will book accommodation at the venue, if available.

4. MEALS

~~2.~~

4.1 Subject to section 1, above, when attending a meeting, conference or other event where a meal or meals are provided, travellers are expected to take reasonable advantage of such meals.

4.2 Where a traveller obtains meals on his/her own, the following maximum limits (exclusive of applicable taxes, all amounts in \$Cdn.) apply:

- 4.2.1** for breakfast: \$45.00;
- 4.2.2** for lunch: \$55.00; and
- ~~2.2.3~~ **4.2.3** for dinner: \$75.00.

5. HOSPITALITY

~~3.~~

5.1 Hospitality constitutes the provision of food and/or beverages by a Director, ~~officer or employee~~ to a third party. In the normal course, the provision of hospitality by ~~employees must be approved in advance by the CEO, and the provision of hospitality by~~ Directors must be approved in advance by the Chair. All hospitality Expenses will conform, to the extent practicable, to the per-person/per-meal amounts set out in section 4 above. Non-Director members of Committees, working groups or taskforces ~~members are not permitted to provide hospitality without the advance approval of the President & CEO.~~

6. REIMBURSEMENT

~~4.~~

6.1 Expenses must be submitted for approval on the prescribed form (with applicable receipts) within thirty days of the date they are incurred. Where a receipt is not available, the Expense form must indicate the amount, nature and reason for the Expense, together with the reason why a receipt was not submitted.

~~6.2~~ Expenses will be reimbursed for monetary payments only, with the exception of kilometre reimbursement as per section 2.1.4; redemption of reward payments points are not eligible for reimbursement. ~~6.2~~ ~~Expense forms submitted by employees shall be approved in writing by the President & CEO, or his/her delegate, prior to payment.~~

6.3 Expense forms ~~submitted by Directors~~ shall be submitted to Coordinator, Board Administration, ~~the attention of the Controller~~ and approved in writing by the Chair prior to payment.

6.4 Expense forms submitted by the President & CEO shall be approved in writing by the Chair prior to payment in accordance with the Employee Expense Policy.

6.5 Expense forms submitted by the Chair shall be approved in writing by the Chief Operating Officer ~~President & CEO~~ prior to payment.

6.6 Expenses submitted by the Chair and President & CEO shall be reviewed annually by the Finance and Audit Committee to ensure compliance with this policy.

7. BOOKING OF TRAVEL

~~5.~~

7.1 Directors ~~or employees required to travel on College business~~ should endeavour to book such travel through College staff.

7.2 ~~Employees or~~ Directors travelling on behalf of the College may seek a travel advance to cover travel expenses where services and products are not prepaid or invoiced to the College directly. Requests for advances must be made in writing to the President & CEO and should include full particulars of the expected expenses for which the advance is requested. All travel advances must be approved in advance by the President & CEO.

8. TRAVEL TIME FOR DIRECTORS AND COMMITTEE MEMBERS

~~6.~~

Directors and members of College committees, task forces and working groups may claim travel time in accordance with the College's Compensation Policy for Board Members and Committee Members. Reimbursement for travel time shall be made in accordance with section 6 above.

9. EFFECTIVE DATE

~~7.~~

This policy is effective as of ~~June 19, 2020~~ September 26, 2024 and ~~supercedessupersedes~~ all previous expense or travel expense policies.

SUPPORTING DOCUMENTS

Expense Form

Compensation Policy for Board Members and Committee Members

~~Corporate Credit Card Use Policy~~

Finance and Audit Committee Terms of Reference



Board of Directors and Committee Member Expense Policy

GUIDING DOCUMENT(S):

By-laws

DOCUMENT TYPE:

Policy

ADMINISTRATOR(S): TBD

DOCUMENT NUMBER:

TBD

EFFECTIVE DATE:

September 26, 2024

REVISION DATE:

September 10, 2024

PURPOSE

This policy specifies the circumstances under which Directors, members of committees, and members of task forces and working groups of the College of Immigration and Citizenship Consultants (College) will be reimbursed for business and travel expenses incurred on behalf of the organization.

APPLICATION AND SCOPE

Section 62.1 of Council By-law 2021 – 2 provides that the reasonable travelling and other expenses properly incurred by Directors and Committee members shall be reimbursed in accordance with guidelines established by the Board from time to time upon submission to the College of bona fide statements or vouchers for such expenditures.

This policy applies to Directors, Committee members, task force and working group members of the College.

DEFINITIONS

Chair: means the Chair of the Board of Directors.

Expense: means an expenditure made from personal funds or incurred by a Director, or committee, working group or task force member of the College or other person in performing approved duties on behalf of the College, and includes costs for travel, hospitality and/or other business expenses. For the purpose of this policy, expenses eligible for reimbursement include, without limitation, expenses incurred in relation to travel, meals and accommodation in

connection with College meetings, events and related conferences, hospitality costs relating to the foregoing, and miscellaneous business-related costs incurred in connection with the foregoing. In the normal course, expenditures incurred on behalf of accompanying spouses or companions will not be considered Expenses and will not be reimbursed by the College.

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

1. POLICY REQUIREMENTS

1.1 No person shall seek reimbursement of any Expense from the College other than in compliance with this policy.

1.2 Expenses eligible for reimbursement by the College shall be governed by the following principles:

Flexibility: travel and other decisions should respond to the individual needs of the traveller as far as reasonably possible while meeting operational requirements.

Respect: expense policies and procedures should create a sensitive, supportive environment that respects individual needs.

Transparency: this policy shall be applied fairly and equitably to all to whom it applies.

2. TRAVEL

2.1 Subject to the foregoing, where travel is required for in-person attendance at meetings conferences or other events:

2.1.1 airfare for travel within North America shall be reimbursed at actual cost or the full economy rate for a similar flight, whichever is lower;

2.1.2 airfare for travel outside of North America may be reimbursed at business class rates when authorized in advance at the discretion of the President & CEO;

2.1.3 rail travel shall be reimbursed at the actual cost or the rate applicable to one class above economy class, whichever is lower;

2.1.4 travel by personal motor vehicle is permitted at the option of the traveller and will be reimbursed at a rate per kilometre equivalent to the then-applicable Canada Revenue

Agency rate for allowable business expense travel; or the amount that would otherwise be reimbursable under sections 2.1.1, 2.1.2 or 2.1.3 above, whichever is lower;

2.1.5 use of rental vehicles is permitted if authorized in advance by the President & CEO and will be reimbursed at the rate for compact vehicles unless larger vehicles are authorized based upon such factors as, safety, the needs of the traveller(s) and the nature of any goods transported;

2.1.6 parking for personal or rental vehicles used for authorized travel shall be reimbursed based on the charges incurred;

2.1.7 parking for private vehicles at an airport or rail terminal shall be reimbursed based on the charges incurred when it is convenient for the traveller to use a personal vehicle and such charges are reasonable when compared with the cost of equivalent transport; and

2.1.8 use of taxis, shuttles, ride services and other local transportation services is authorized for short local trips and shall be reimbursed based on the charges incurred, including any gratuities paid.

3. ACCOMMODATION

3.1 Subject to section 1 above, where accommodation is required for in-person attendance at meetings, conferences or other events:

3.1.1 the standard for accommodation is a single room, in a safe environment, conveniently located and comfortably equipped (including internet access);

3.1.2 where the meeting, conference or other event is held at a venue offering accommodation, it is expected that the traveller will book accommodation at the venue, if available.

4. MEALS

4.1 Subject to section 1, above, when attending a meeting, conference or other event where a meal or meals are provided, travellers are expected to take reasonable advantage of such meals.

4.2 Where a traveller obtains meals on his/her own, the following maximum limits (exclusive of applicable taxes, all amounts in \$Cdn.) apply:

- 4.2.1** for breakfast: \$45.00;
- 4.2.2** for lunch: \$55.00; and
- 4.2.3** for dinner: \$75.00.

5. HOSPITALITY

5.1 Hospitality constitutes the provision of food and/or beverages by a Director to a third party. In the normal course, the provision of hospitality by Directors must be approved in advance by the Chair. All hospitality Expenses will conform, to the extent practicable, to the per-person/per-meal amounts set out in section 4 above. Non-Director members of Committees, working groups or taskforces are not permitted to provide hospitality without the advance approval of the President & CEO.

6. REIMBURSEMENT

6.1 Expenses must be submitted for approval on the prescribed form (with applicable receipts) within thirty days of the date they are incurred. Where a receipt is not available, the Expense form must indicate the amount, nature and reason for the Expense, together with the reason why a receipt was not submitted.

6.2 Expenses will be reimbursed for monetary payments only, with the exception of kilometre reimbursement as per section 2.1.4; redemption of reward points is not eligible for reimbursement.

6.3 Expense forms shall be submitted to Coordinator, Board Administration, and approved in writing by the Chair prior to payment.

6.4 Expense forms submitted by the President & CEO shall be approved in writing by the Chair prior to payment in accordance with the Employee Expense Policy.

6.5 Expense forms submitted by the Chair shall be approved in writing by the President & CEO prior to payment.

6.6 Expenses submitted by the Chair and President & CEO shall be reviewed annually by the Finance and Audit Committee to ensure compliance with this policy.

7. BOOKING OF TRAVEL

7.1 Directors should endeavour to book such travel through College staff.

7.2 Directors travelling on behalf of the College may seek a travel advance to cover travel expenses where services and products are not prepaid or invoiced to the College directly. Requests for advances must be made in writing to the President & CEO and should include full particulars of the expected expenses for which the advance is requested. All travel advances must be approved in advance by the President & CEO.

8. TRAVEL TIME FOR DIRECTORS AND COMMITTEE MEMBERS

Directors and members of College committees, task forces and working groups may claim travel time in accordance with the College's Compensation Policy for Board Members and Committee Members. Reimbursement for travel time shall be made in accordance with section 6 above.

9. EFFECTIVE DATE

This policy is effective as of September 26, 2024, and supersedes all previous expense or travel expense policies.

SUPPORTING DOCUMENTS

Expense Form

Compensation Policy for Board Members and Committee Members

Finance and Audit Committee Terms of Reference

MEMORANDUM

To: Board of Directors
From: Ben Rempel
Chair, Governance and Nominating Committee
Re: Consent Agenda Item – Revised Board of Directors and Committee Member Compensation Policy
Date: September 26, 2024

Summary:

The Revised Board of Directors and Committee Member Compensation Policy is presented for approval by the Board of Directors.

Requested Action:

THAT: the Revised Board of Directors and Committee Member Compensation Policy in substantially the form attached hereto, be and is hereby approved with immediate effect.

Discussion/Analysis:

Following a recent review of the Board of Directors and Committee Member Compensation Policy, the following amendments are proposed:

- Clarification on eligible payment amount for preparatory/post meetings
- Removal of restriction of annual aggregate compensation to annual membership fees
- Clarification on claim submission

Attachments:

Appendix A – Revised Board of Directors and Committee Member Compensation Policy – Blacklined

Appendix B – Revised Board of Directors and Committee Member Compensation Policy



BOARD OF DIRECTORS AND COMMITTEE MEMBER COMPENSATION POLICY

GUIDING DOCUMENT(S):**DOCUMENT TYPE:**
POLICY**ADMINISTRATOR(S):**

TBD

DOCUMENT NUMBER:

TBD

EFFECTIVE DATE:

November 22, 2019

REVISION DATE:~~March 22, 2022~~ September 10, 2024**PURPOSE**

This policy governs compensation of the members of the Board of Directors and members of Standing and other Committees, Task Forces and Working Groups (collectively, Committees) of the College of Immigration and Citizenship Consultants for work performed on behalf of the College.

AUTHORITY

Section 61.1 of Council By-law 2021-2 provides that a Director, Officer and committee member shall be paid reasonable compensation, as established from time to time by resolution, for services as a Director, Officer or committee member. Section 62.1 of Council By-law 2021-2 provides that the reasonable travelling and other expenses properly incurred by Directors and committee members shall be reimbursed in accordance with guidelines established by the Board from time to time upon submission to the College of bona fide statements or vouchers for such expenditures.

SCOPE

This policy applies to the members of the Board of Directors and members of Committees. This policy does not apply to members of the Tribunal Committee.

DEFINITIONS

Capitalized terms have the same meanings as in the By-laws unless otherwise defined herein.

POLICY REQUIREMENTS

1. Board Member Compensation

- 1.1. Subject to Section 1.7 below, Directors will be compensated at the rate of \$80 per hour (the Board Rate) for attending Board meetings.
- 1.2. Subject to Section 1.7 below, Directors will be compensated at the rate of \$50 per hour (the Committee Rate) for attending meetings of Committees to which they have been appointed as members.
- 1.3. Subject to Section 1.7 below, all Directors will be compensated at the rate of \$40 per hour (the Travel Rate) for travel time to attend Board meetings and meetings of Committees to which they have been appointed as members, where in-person attendance is required.
- 1.4. Subject to section 1.7 below, Directors appointed as Committee Chairs shall be eligible for compensation at the Committee Rate for an additional hour per Committee meeting of such Committee, Task Force or Working Group attended, for reviewing the agenda, examining meeting materials and other meeting materials and preparatory and post review meetings of Committee meetings. ~~for Committee meetings.~~
- 1.5. In addition to the foregoing, and subject to section 1.7 below, the Chair of the Board of Directors shall:
 - a) be compensated with a fixed retainer of \$2,000 per month for ongoing consultations and/or meetings with the President & CEO, and communications with other Directors and preparatory and post review meetings for Board and Committee meetings;
 - b) be eligible for compensation at the Committee Rate for attendance at any Committee, Task Force or Working Group meetings that the Chair attends in the capacity of an *ex officio*, non-voting member, pursuant to s. 56.6 of the By-laws;
 - c) be eligible for compensation at the Board Rate for meetings or other events attended on behalf of the College in the capacity of Chair of the Board—at the request of the Board or of the President & CEO; and
 - d) be eligible for compensation at the Travel Rate for travel time spent in connection with the meetings set out in sections 1.5 (a – c) above.
- 1.6. In addition to the foregoing, and subject to section 1.7 below, the Vice Chair of the Board of Directors shall:
 - a) be compensated with a fixed retainer of \$700 per month for ongoing consultations and/or meetings with the Chair, President & CEO, and communications with other Directors;
 - b) be eligible for compensation at the Committee Rate for attendance at any Committee, Task Force or Working Group meetings that the Vice Chair attends as the delegate of the Chair of the Board in the capacity of an *ex officio*, non-voting member, pursuant to s. 56.6 of the By-laws;

- c) be eligible for compensation at the Board Rate for meetings or other events attended on behalf of the College in the capacity of Vice Chair of the Board at the request of the Chair, the Board or of the President & CEO; and
- d) be eligible for compensation at the Travel Rate for travel time spent in connection with the meetings set out in sections 1.6 (a – c) above.

1.7. Notwithstanding the foregoing,

- ~~a) no Director, including the Chair of the Board, Vice Chair of the Board or a Director appointed as a Committee Chair, shall receive annual aggregate compensation in respect of attendance at or preparation for Committee meetings that exceeds the amount paid by a Member in good standing in respect of the annual membership fee of the Council;~~
- ~~b) a) no Director shall claim travel time in excess of eight (8) hours in respect of any Calendar day;~~
- ~~e) b) no Director shall claim compensation for attendance at a Board or Committee meeting at which a quorum is not present, but may claim travel time in respect of such meeting;~~
- ~~d) c) designated Board orientation or strategic planning sessions/retreats are considered to be Board meetings for the purposes of this policy whether or not all Directors are invited/attend and whether or not formal Board business is conducted;~~
- ~~e) d) the number of hours for which an attendee may claim compensation shall be determined based on the start and end times recorded in the minutes of meeting, and shall include any breaks;~~
- ~~f) e) compensation shall not be paid for meetings of less than 30 minutes' duration;~~
- ~~g) f) meeting and travel times shall be counted in whole and half hours for purposes of compensation; and periods under 30 minutes in length shall be rounded to the previous hour or half-hour. For greater clarity, a meeting or travel lasting one hour and 29 minutes shall be counted as one hour, while a meeting or travel lasting one hour and 45 minutes shall be counted as 1.5 hours;~~
- ~~h) g) subject to section 1.4 above, no Director shall be eligible to claim compensation for preparation time in respect of any meeting.~~

1.8. Claim Submission

- a) Director fees in respect of Board and Committee meetings shall be calculated by the College based on attendance recorded in meeting minutes and paid monthly.
- ~~b) Directors must submit activity reports for any meeting attended that is not documented in minutes.~~
- ~~c) Directors must submit monthly expense activity reports in respect of travel time.~~
- ~~d) and Directors must submit any monthly travel expenses reports with accompanying receipts to the Coordinator, Board Administration, to be claimed to the Chair of the Board for approval by the Chair of the Board before payment will be issued.~~
- e) Retainer fees for the Chair and Vice Chair of the Board shall also be paid monthly.
- ~~f) The Chair of the Board and Vice Chair must submit monthly activity/expense reports in respect of compensation claimed pursuant to sections 1.5 and 1.6 above, other than payments pursuant to subsections 1.5 (a) and 1.6 (a), respectively, to the Coordinator, Board Administration, for approval by the President & CEO, for review before payment will be issued.~~

2 COMMITTEE MEMBER COMPENSATION

2.1 Committee members who are not Directors shall be paid in accordance with section 1.2

above, or on such other basis as may be determined by the Board of Directors from time to time. All payments to such Committee members will be paid annually immediately following the Annual General Meeting.

3 TRAVEL EXPENSES

3.1 Travel costs incurred by Directors or Committee members for attending in-person meetings shall be reimbursed based on the College's then-current Expense Policy. No Director or Committee member shall be eligible to claim travel time or expenses in respect of a meeting ~~held by~~attended by teleconference or video conference. Board or Committee members must submit completed and approved expense reports to the Controller Coordinator, Board Administration, for approval before any payment will be issued.

4. EFFECTIVE DATE

This policy is effective as of ~~November 22, 2019~~ September 26, 2024, and supersedes all previous Board and Committee Member Compensation policies.

SUPPORTING DOCUMENTS

Expense Policy



BOARD OF DIRECTORS AND COMMITTEE MEMBER COMPENSATION POLICY

GUIDING DOCUMENT(S):

DOCUMENT TYPE:
POLICY

ADMINISTRATOR(S):

TBD

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- 1.5. In addition to the foregoing, and subject to section 1.7 below, the Chair of the Board of Directors shall:
 - a) be compensated with a fixed retainer of \$2,000 per month for ongoing consultations and/or meetings with the President & CEO, and communications with other Directors and preparatory and post review meetings for Board and Committee meetings;
 - b) be eligible for compensation at the Committee Rate for attendance at any Committee, Task Force or Working Group meetings that the Chair attends in the capacity of an *ex officio*, non-voting member, pursuant to s. 56.6 of the By-laws;
 - c) be eligible for compensation at the Board Rate for meetings or other events attended on behalf of the College in the capacity of Chair of the Board—at the request of the Board or of the President & CEO; and
 - d) be eligible for compensation at the Travel Rate for travel time spent in connection with the meetings set out in sections 1.5 (a – c) above.
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 - a) be compensated with a fixed retainer of \$700 per month for ongoing consultations and/or meetings with the Chair, President & CEO, and communications with other Directors;
 - b) be eligible for compensation at the Committee Rate for attendance at any Committee, Task Force or Working Group meetings that the Vice Chair attends as the delegate of the Chair of the Board in the capacity of an *ex officio*, non-voting member, pursuant to s. 56.6 of the By-laws;

- c) be eligible for compensation at the Board Rate for meetings or other events attended on behalf of the College in the capacity of Vice Chair of the Board at the request of the Chair, the Board or of the President & CEO; and
- d) be eligible for compensation at the Travel Rate for travel time spent in connection with the meetings set out in sections 1.6 (a – c) above.

1.7. Notwithstanding the foregoing,

- a) no Director shall claim travel time in excess of eight (8) hours in respect of any Calendar day;
- b) no Director shall claim compensation for attendance at a Board or Committee meeting at which a quorum is not present, but may claim travel time in respect of such meeting;
- c) designated Board orientation or strategic planning sessions/retreats are considered to be Board meetings for the purposes of this policy whether or not all Directors are invited/attend and whether or not formal Board business is conducted;
- d) the number of hours for which an attendee may claim compensation shall be determined based on the start and end times recorded in the minutes of meeting, and shall include any breaks;
- e) compensation shall not be paid for meetings of less than 30 minutes' duration;
- f) meeting and travel times shall be counted in whole and half hours for purposes of compensation; and periods under 30 minutes in length shall be rounded to the previous hour or half-hour. For greater clarity, a meeting or travel lasting one hour and 29 minutes shall be counted as one hour, while a meeting or travel lasting one hour and 45 minutes shall be counted as 1.5 hours;
- g) subject to section 1.4 above, no Director shall be eligible to claim compensation for preparation time in respect of any meeting.

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- b) Directors must submit activity reports for any meeting attended that is not documented in minutes.
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- d) Directors must submit monthly travel expense reports with accompanying receipts to the Coordinator, Board Administration, for approval by the Chair of the Board before payment will be issued.
- e) Retainer fees for the Chair and Vice Chair of the Board shall also be paid monthly.
- f) The Chair of the Board and Vice Chair must submit monthly activity/expense reports in respect of compensation claimed pursuant to sections 1.5 and 1.6 above, other than payments pursuant to subsections 1.5 (a) and 1.6 (a), respectively, to the Coordinator, Board Administration, for approval by the President & CEO, before payment will be issued.

2. COMMITTEE MEMBER COMPENSATION

- 2.1. Committee members who are not Directors shall be paid in accordance with section 1.2 above, or on such other basis as may be determined by the Board of Directors from time to time. All payments to such Committee members will be paid annually immediately following the Annual General Meeting.

3. TRAVEL EXPENSES

- 3.1. Travel costs incurred by Directors or Committee members for attending in-person meetings shall be reimbursed based on the College's then-current Expense Policy. No Director or Committee member shall be eligible to claim travel time or expenses in respect of a meeting attended by teleconference or video conference. Board or Committee members must submit completed and approved expense reports to the Coordinator, Board Administration, for approval before any payment will be issued.

4. EFFECTIVE DATE

This policy is effective as of September 26, 2024, and supersedes all previous Board and Committee Member Compensation policies.

SUPPORTING DOCUMENTS

Expense Policy

Strategic Plan Reporting

September 26, 2024



Strategic Plan Initiatives – Board Reporting

CICC PURPOSE

To regulate immigration and citizenship consultants in the public interest and protect the public.

VISION 2025

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

STRATEGIC OBJECTIVES

PROFESSIONAL STANDARDS & COMPLIANCE

UNAUTHORIZED PRACTITIONERS (UAPs)

STAKEHOLDER COMMUNICATION

SUSTAINABILITY

INITIATIVES

Quality Management

High and Low-Profile Domestic UAP Shut Down

Proactive Licensee Communication

Culture and Engagement

Practice, Policy, and Public-centred Research

Top Source Countries Awareness Communication

Government Relations and Issues Management

Diversity, Equity and Inclusion

Regulations, By-Laws and Policies Development

Strategic Relationship Partnering

Enterprise Management System (EMS)

Complaints Process Efficiency and Effectiveness

Records Management

Strategic Initiative Status Reporting

STATUS	
Green	Proceeding as planned
Yellow	Proceeding with an adjusted plan or timeline
Red	Plan under review

2024 Activities and Measures – Professional Standards & Compliance

Initiatives	Q1 (Jul 2024 – Sep 2024)	Q2 (Oct2024 – Dec 2024)	Q3 (Jan – March 2025)	Q4 (Apr – Jun 2025)	Objective	Measures
Quality Management	<ul style="list-style-type: none"> Design Business Case Development Process. Hold Team Kickoff and first Quality Management Program Framework design meeting. 	<ul style="list-style-type: none"> Complete the three Quality Management Program Framework options, including pros, cons and requirements for each. 	<ul style="list-style-type: none"> Hold Leadership Team review of options and agree on the best alternative. Executive sign-off and approval of the Quality Management Program Framework. 	<ul style="list-style-type: none"> Hire a consultant to support the initial development Begin development of Quality Management detailed process and tools. 	<ul style="list-style-type: none"> Competency requirements are maintained or increased to address evolving needs. Licensees meet or exceed the competency requirements. 	<ul style="list-style-type: none"> The Quality Management Program Framework is designed to effectively validate that RCICs and RISIAs consistently adhere to the College’s professional and ethical standards.
Practice, Policy, and Public-centred Research	<ul style="list-style-type: none"> Analyze Symposium Learnings. 	<ul style="list-style-type: none"> Analyze Symposium Learnings. Annual Publications. Identify the best date for the 2025 Research Symposium. Draft theme & identify stakeholders Contact key vendors Send hold-the-date communication. 	<ul style="list-style-type: none"> Award Fellowships Apply Symposium Learnings. 	<ul style="list-style-type: none"> Award Fellowships. 	<ul style="list-style-type: none"> Raising College reputation within the sector nationally and internationally by valued partners. Being seen as the source of sector expertise and knowledge mobilizer. Establishes the College as a thought and sector leader nationally and internationally. 	<ul style="list-style-type: none"> Research Symposium informs College strategies (e.g., Professional Standards; UAP particularly in the international student sector and QM). Foster Cross-Sector Collaboration [e.g. grant-supported research with TMU; ISS research with CBIE). Enhanced awareness and reputation of the College demonstrated by the number of invitations to presentations at international conferences. Expand relationships with UK, Australia and New Zealand regulators through regular contact.

2024 Activities and Measures – Professional Standards & Compliance

Initiatives	Q1 (Jul 2024 – Sep 2024)	Q2 (Oct2024 – Dec 2024)	Q3 (Jan – March 2025)	Q4 (Apr – Jun 2025)	Objective	Measures
Regulations, By-Laws and Policies Development	<ul style="list-style-type: none"> Draft College By-laws. 	<ul style="list-style-type: none"> Board approval in principle of draft College By-laws. Review and Comment on the College Act Regulations (if released). Launch licensee engagement program, (e.g., survey). Liaise with the Department of Justice on Final By-laws. 	<ul style="list-style-type: none"> Review and Comment on the College Act Regulations (if released). Liaise with the Department of Justice on Final By-laws. Draft/finalize policies to support College By-laws. 	<ul style="list-style-type: none"> Liaise with the Department of Justice on Final By-laws. Draft/finalize policies to support College By-laws. 	<ul style="list-style-type: none"> Regulations and By-laws meet the needs of the College to be an effective SRO. 	<ul style="list-style-type: none"> Evidence of the College’s participation in the regulatory drafting process and acceptance of our suggestions By-laws and policies incorporate the needs of the College
Complaints Process Efficiency and Effectiveness	<ul style="list-style-type: none"> Complete Director Onboarding. Review Current cases and determine most effective and efficient course of action across litigation, tribunal, investigation and intake streams. Re-assess investigation cases from pre-College with project team of investigators/intake staff. Review and assess new cases received to better inform next steps and prioritize matters based on risk. 	<ul style="list-style-type: none"> Review current cases and determine the most effective and efficient course of action across litigation, tribunal, investigation and intake streams. Complete re-assessment project of pre-College cases at investigation stage. 	<ul style="list-style-type: none"> Evaluate outcomes from pre-College cases project. Review resources and training requirements to maximize throughput while supporting the College’s public interest mandate. 	<ul style="list-style-type: none"> Align resources and/or other requirements to maximize throughput while supporting the College’s public interest mandate. 	<ul style="list-style-type: none"> PC is structured and resourced to support the College’s mandate of protecting the public interest, and legislative requirements of the College. 	<ul style="list-style-type: none"> All complaint submissions are acknowledged within 3 business days of receipt. All Pre-College files are re-assessed, closed or subject to active investigation/litigation before end of fiscal 2025. ICRO and judicial reviews support the College's position and demonstrate fairness and proportionality of outcomes related to complaints.

2024 Activities and Measures – Unauthorized Practitioners (UAPs)

Initiatives	Q1 (Jul 2024 – Sep 2024)	Q2 (Oct2024 – Dec 2024)	Q3 (Jan – March 2025)	Q4 (Apr – Jun 2025)	Objective	Measures
High and Low-Profile Domestic UAP Shut Down	<ul style="list-style-type: none"> PC staff verify UAP reports (ongoing). OSINT staff continue to report UAPs to social media/website providers to mitigate public harm(ongoing). Cease and desist letters are sent (ongoing). Identify and serve domestic UAPs with injunction(s) applications if cease and desist efforts are not successful (ongoing). Continue and Broaden the UAP Awareness Campaign, Domestically and Internationally. 	<ul style="list-style-type: none"> Execute Communication Plan. PC validation and shut-down of identified UAP social media/ websites. 	<ul style="list-style-type: none"> Review resource requirements and other tools to assist with the detection and reporting of UAPs. Discuss with other regulators best practices for UAP detection and mitigation strategy. 	<ul style="list-style-type: none"> Subject to budget and other consideration, retain necessary resources to continue to deter UAP activity. 	<ul style="list-style-type: none"> Combat unauthorized practitioners by enforcement, and awareness. 	<ul style="list-style-type: none"> Cease and desist letters are sent 5,000 UAP social media/website shut-downs. Injunction(s) applications for domestic UAPs are successfully upheld by courts or are complied with voluntarily.
Top Source Countries Awareness Communication	<ul style="list-style-type: none"> Analyze Results of Phase 1 FPM Campaign (originally ran in 5 total countries). Based on proven strong results, expanded media reach to target demographics in 17 total countries. RFP launches for 2025 campaign. 	<ul style="list-style-type: none"> RFP for FPM global awareness anti-immigration fraud campaign completed and vendor selected. Initial campaign development begins. 	<ul style="list-style-type: none"> Develop a new FPM campaign to launch on March 1, 2025. 	<ul style="list-style-type: none"> Results are continuously monitored to optimize results-by channel as needed while campaign is in market. 	<ul style="list-style-type: none"> Combat unauthorized practitioners by awareness. 	<ul style="list-style-type: none"> Web traffic to the Public Register remains strong. Ongoing awareness campaign statistics, including: <ul style="list-style-type: none"> increase in followers across all social media channels Public Register webpage visitors Clicks across all social channels Click through engagement rate all social channels Video views Click/click through rate by age and country

2024 Activities and Measures – Stakeholder Communication

Initiatives	Q1 (Jul 2024 – Sep 2024)	Q2 (Oct2024 – Dec 2024)	Q3 (Jan – March 2025)	Q4 (Apr – Jun 2025)	Objective	Measures
Proactive Licensee Communication	<ul style="list-style-type: none"> Ongoing proactive communications about relevant, timely College activities to Licensees with concurrent development of unique communications plans and tactics of varying degrees of complexity. 	<ul style="list-style-type: none"> Ongoing proactive communications according to the annual calendar (e.g., English and French webinars, survey logistics). Annual Report highlights via boosted social media buys (November & December). Post-AGM licensee survey. 	<ul style="list-style-type: none"> Ongoing proactive communications according to annual calendar. Fraud Prevention launch March 1. 	<ul style="list-style-type: none"> Ongoing proactive according to annual calendar. Hold CAPIC communication feedback review. Licensee/Leadership Team “Ask Me Anything” session. 	<ul style="list-style-type: none"> The College’s role as a respected regulator is broadly accepted. 	<ul style="list-style-type: none"> Consultation and positive feedback from CAPIC. Crisis communications plan implemented. Communications partners (CAPIC, IRCC, media) begin to differentiate licensees from UAPs. Regular meeting schedule maintained with strategic partners.
Government Relations and Issues Management	<ul style="list-style-type: none"> Onboard new GR Agency (Counsel Public Affairs). Onboard new Crisis Management Agency (Navigator Communications). Develop 3-Year Plan and Framework for GR. Develop Crisis Plan. 	<ul style="list-style-type: none"> Monthly meetings underway with Counsel in support of objectives. Crisis Communications plan created. Leadership Team trained on Crisis Communications plan. 	<ul style="list-style-type: none"> Ongoing meetings with Provincial Governments, Law Societies and Law Enforcement agencies in support of College’s objectives (raise awareness, confer/participate in/comment on new legislation related to licensees etc.). 	<ul style="list-style-type: none"> Ongoing meetings with Provincial Governments, Law Societies and Law Enforcement agencies in support of College’s objectives (raise awareness, confer/participate in/comment on new legislation related to licensees etc.). 	<ul style="list-style-type: none"> Positive influence with strategic stakeholders to support protecting the public interest. 	<ul style="list-style-type: none"> Emerging issues are controlled effectively. Effective process in place for media responses that are on message and underscore the College’s work in key areas (UAPS, etc.). Number and scope of government partners’ requests for advice and guidance from College staff.
Strategic Relationship Partners	<ul style="list-style-type: none"> Develop a list of Primary, Secondary, and Operational Partners and influencers. 	<ul style="list-style-type: none"> Coordinate Approach for engagement amongst LT. 	<ul style="list-style-type: none"> Continue engagement in support of College’s objectives. 		<ul style="list-style-type: none"> Positive influence with strategic stakeholders to support protecting the public interest. 	<ul style="list-style-type: none"> Emerging issues are controlled effectively. Partners are involved in issue management according to their designated engagement approach (e.g., consulted, informed, etc.).

2024 Activities and Measures – Sustainability

Initiatives	Q1 (Jul 2024 – Sep 2024)	Q2 (Oct2024 – Dec 2024)	Q3 (Jan – March 2025)	Q4 (Apr – Jun 2025)	Objective	Measures
Culture and Engagement	<ul style="list-style-type: none"> Implement the Task Team recommendations. Share Task Team accomplishments with employees (Quarterly). 	<ul style="list-style-type: none"> Implement recommendations: Provide staff support and guidance on workload and well-ness management Establish effective meeting protocols Develop a visual representation of department links to Strategic Plan. 	<ul style="list-style-type: none"> Implement recommendations: Schedule quarterly CEO "Ask Me Anything" sessions. Schedule reward and recognition manager training. 	<ul style="list-style-type: none"> Share Task Team accomplishments with employees. Assess culture and engagement next steps (options) in alignment with the Strategic Plan. 	<ul style="list-style-type: none"> Task Team Recommendations positively affect workplace culture by providing employees forums to express their thoughts and management to listen to understand, address opportunities, support strengths. 	<ul style="list-style-type: none"> Task Team evaluation of initiative effectiveness. CEO "Ask me anything" session attendance improves by quarter. Employee turnover remains below [XX]%.
Diversity, Equity and Inclusion	<ul style="list-style-type: none"> Review employee-identified feedback with the consultant. 	<ul style="list-style-type: none"> Report the results of the employee-identified feedback Review best practices for organizations with similar results with consultant. 	<ul style="list-style-type: none"> Develop a DEI strategy, including a DEI Statement of Commitment, with the consultant based on best practices and feedback. 	<ul style="list-style-type: none"> Hold a DEI Strategy Leadership Team Review Begin to launch DEI strategy. 	<ul style="list-style-type: none"> Increased employee engagement, morale, productivity, understanding, and positive impact to employee experience. 	<ul style="list-style-type: none"> Achieve parity to the DEI-related employee engagement survey ratings (fairness: age 81%, ethnicity 88%, gender 81%, sexual orientation 88%). Results of employee-identified feedback obtained, analyzed and shared College-wide. DEI Statement of Commitment and strategy finalized and communicated.
Enterprise Management System (EMS)	<ul style="list-style-type: none"> Continue Implementation Support. 	<ul style="list-style-type: none"> Prioritize, develop and implement bug removals, feature requests. Implement Board Portal software and security measures. 	<ul style="list-style-type: none"> Prioritize, develop and implement bug removals, feature requests. 	<ul style="list-style-type: none"> Prioritize, develop and implement bug removals, feature requests. Consider new development based upon Regulations and new By-laws requirements. 	<ul style="list-style-type: none"> Replace multiple IT platforms with an integrated EMS to eliminate process silos and support regulatory integration across the College. 	<ul style="list-style-type: none"> Successful Hyper Care post-launch. EMS working effectively to automate regulatory processes and create an SSOT and single sign-on for internal and external users, demonstrated by iMIS effectiveness data (e.g., 93% of licensees completed their annual renewal without staff intervention). Board portal in place as of December 31, 2024.
Records Management	<ul style="list-style-type: none"> Engage a RM consultant to support the development of a business case on RM options. 	<ul style="list-style-type: none"> Develop RM business case. 	<ul style="list-style-type: none"> Consideration of RM options and selection of appropriate option(s). 	<ul style="list-style-type: none"> Consideration of RM options and selection of appropriate option(s). 	<ul style="list-style-type: none"> Compliance legislation and regulation requirements. A RM system supporting the College's needs. Employee understanding of RM processes and 	<ul style="list-style-type: none"> RM Framework in place to support the development of a RM system.

MEMORANDUM

To: **Board of Directors**
From: **Ben Rempel**
Chair, Governance and Nominating Committee
Re: **Agenda Item 7 – Approval of Annual General Meeting Details**
Date: **September 26, 2024**

Summary

The Governance and Nominating Committee (GNC) recommends that the record date for licensees' eligibility to participate in the 2024 Annual General Meeting (AGM) be set as November 4, 2024.

Requested Action

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

Discussion/Analysis

At its meeting held on August 6, 2024, the GNC considered and now recommends the Board of Directors set the record date for the AGM as November 4, 2024.

Transitional College By-laws require that the Board set the Record date which determines which licensees will be eligible to receive notice of and participate in the meeting. The By-law prescribes the date as close of business on the day before notice of the meeting is sent to licensees. Licensees that are in good standing on the record date are eligible to participate and vote at the meeting.

Section 68.1 of the By-law:

To be eligible to receive notice of, attend, participate and vote at a meeting of licensees, a licensees shall be In Good Standing on the record date of the meeting.

The Transitional College By-Laws state that the Board may fix a record date for licensees to be eligible to receive notice as close of business on the day before notice is sent to licensees.

Section 67.2 of the By-law:

The Directors may fix a record date for each meeting of licensees to determine which licensees are entitled to received notice of the meeting and entitled to vote

at the meeting. The record date shall be at the close of business on the day immediately preceding the day on which notice is given or such other date as set by the Board from time to time.

It is proposed the Annual General Meeting be held on December 5, 2024, at the Sheraton Laval, Quebec. In keeping with the By-laws notice must be given at least fifteen (15) days before the meeting or November 20, 2024.

Section 67.3 of the By-law:

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

It is proposed that notice be given on November 5, 2024, which is 30 days in advance satisfying the minimum 15-day requirement. If approved, the record date would be November 4, 2024.

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda Item 8 – Approval of College Governance Policy – Draft Board of Directors Education Policy**

Date: **September 26, 2024**

Summary:

The Board of Directors is presented with a Draft Board of Directors Education Policy for approval. This policy has been developed based on a framework reviewed by the Governance and Nominating Committee.

Requested Action:

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

Discussion/Analysis:

At the Governance and Nominating Committee meeting of September 10, 2024, the Committee reviewed a draft Board of Director Policy Framework. The Committee directed management to prepare a draft policy based on this approved framework.

This policy aims to enhance the educational standards and professional development of Board and Committee members, ensuring effective governance and decision-making within the organization.

The Committee thoroughly examined the resulting draft policy. Following this review, the Committee approved a recommendation for the policy's approval by the Board of Directors via an email resolution.

Attachment:

Tab K – Draft Board of Directors Education Policy



**BOARD OF DIRECTORS
EDUCATION POLICY**

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GUIDING DOCUMENT(S) Governance and Nominating Committee Terms of Reference	DOCUMENT TYPE Governance
ADMINISTRATOR(S) Corporate Secretary	DOCUMENT NUMBER
EFFECTIVE DATE September 26, 2024	REVISION DATE

PURPOSE

The purpose of this policy is to provide guidelines for the ongoing education and development of the Board of Directors on topics relevant to the Board's responsibilities and to enhance the knowledge of individual Directors.

APPLICATION AND SCOPE

This policy applies to Appointed and Elected Directors of the College.

DEFINITIONS

Chair: means the Chair of the Board of Directors.

Directors: means an individual elected or appointed to serve as a member of the Board of Directors of the College.

Governance and Nominating Committee: means the Governance and Nominating Committee of the Board of Directors created pursuant to By-law s. 56.1.

1. POLICY REQUIREMENTS

GENERAL

This policy outlines the College's approach to Board education and training, focusing on three key areas:

1.1 GOVERNANCE

The Governance component aims to enhance Board members' understanding of their roles, responsibilities and best practices in organizational governance.

1.2 CANADIAN IMMIGRATION ECOSYSTEM

The Canadian Immigration Ecosystem section is designed to provide Board members with a broader context of the environment in which the College operates.

1.3 REGULATION

The Regulation portion focuses on relevant laws policies and regulatory frameworks that impact the College.

2. BOARD EDUCATION PLAN

2.1 ANNUAL BUDGET ALLOCATION

The Board shall approve an annual budget for Board education and development activities.

2.2 NEEDS ASSESSMENT

The Governance and Nominating Committee (GNC) shall conduct an annual needs assessment to determine the Board's education requirements. This assessment will:

- a) Evaluate current Board/Director competencies and skills
- b) Identify knowledge gaps and areas for improvement
- c) Consider emerging trends and challenges in the College's operating environment
- d) Align with the College's strategic objectives

2.3 EDUCATION PLAN DEVELOPMENT AND PRESENTATION

Based on the needs assessment, the GNC will develop an annual education plan that:

- a) Outlines specific learning objectives for the year
- b) Identifies relevant education opportunities, including group training and self paced learning

- c) Proposes a timeline for implementing educational activities
- d) Suggests methods for evaluating the effectiveness of educational initiatives. The GNC Chair will present this education plan to the full Board for review, discussion, and approval. The plan will be flexible to accommodate emerging needs and opportunities throughout the year.

3. DELIVERY METHODS

The following approaches will be utilized to achieve the objectives outlined in this Policy:

3.1 FACILITATED GROUP TRAINING

College staff or external presenters may conduct training sessions for the entire Board. These sessions will provide comprehensive professional insights on specific topics.

3.2 SELF-PACED LEARNING

The College may provide Directors with access to educational materials that Directors may utilize at their own pace. These may include online courses, webinars, or curated reading materials.

3.3 APPROVED SELF-LEARNING AT CHOSEN COURSES OR INSTITUTIONS

Board members will have the opportunity to select and attend courses or programs at accredited institutions of their choice subject to approval. This personalized approach enables board members to pursue specific areas of interest or expertise that aligns with organizations needs.

3.4 IMPLEMENTATION AND MONITORING

- a) GNC will oversee the implementation of the approved annual education plan
- b) Individual Board members will be encouraged to provide feedback on educational activities

3.5 ANNUAL REVIEW AND ADJUSTMENT

At the end of each year, the GNC will:

- a) Evaluate the effectiveness of the education plan
- b) Gather feedback from Board members on their learning experiences
- c) Assess the impact of educational activities on Board performance
- d) Use these insights to inform the development of the following year's education plan. This approach assesses whether the educational activities are relevant and contribute to the continuous improvement of the Board's governance capabilities.

4. SELF-DIRECTED LEARNING OPPORTUNITIES

To encourage continuous professional development, Directors are empowered to pursue self-directed learning opportunities at reputable institutions or through recognized courses that align with their Board responsibilities and the College's needs.

4.1 ELIGIBILITY

All current Board members in good standing are eligible to participate in self directed learning opportunities, subject to approval and budget availability.

4.2 APPLICATION PROCESS

Directors interested in pursuing a specific course or educational program must submit a formal Board Education Request to the chair of the Governance and Nominating Committee (GNC). The request should include:

- a) Course title and institution offering the program
- b) Course description and learning objectives
- c) Relevance to board responsibilities and organizational goals
- d) Duration and schedule of the course
- e) Associated costs (tuition, materials, travel if applicable)

4.3 APPROVAL

The GNC chair will review the request in consultation with the Board Chair and the CEO. Approval criteria will include:

- a) Alignment with the Board's current education needs
- b) Relevance to the Director's role and responsibilities
- c) Potential benefit to the organization
- d) Available budget

The review committee may request additional information or clarification from the applicant if needed. A decision will be communicated to the applicant in writing within 14 days of submission.

4.4 POST-COURSE REQUIREMENTS

Upon completion of the approved course, the director will:

- a) Share insights with fellow board members at the next appropriate board meeting
- b) Submit any certificates of completion or attendance for record-keeping

4.5 BUDGET CONSIDERATIONS

Approved courses will be funded from the annual board education budget. Directors are encouraged to seek cost-effective learning opportunities where possible.

5. EFFECTIVE DATE

This policy is effective as of September 26, 2024.

SUPPORTING DOCUMENTS

Governance and Nominating Committee Terms of Reference

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda Item 9 – Annual Performance Evaluation**

Date: **September 26, 2024**

Summary:

The Board of Directors is requested to complete performance evaluations which will be sent electronically. This includes evaluations for the Board of Directors, the Board Chair, Committees and Individual Director Self-Evaluation.

Requested Action:

Directors are asked to complete electronic performance evaluations.

Discussion/Analysis:

The Governance and Nominating Committee (GNC) is tasked with overseeing performance evaluations as part of its terms of reference.

At the September 10, 2024, meeting, GNC examined draft evaluation questionnaires. After careful consideration, the Committee directed management to distribute the finalized questionnaires to all Directors for completion. The evaluation process will proceed as follows:

1. Directors will complete the evaluation questionnaires
2. Management will compile and analyze the responses
3. Results will be presented to the GNC for initial review
4. The GNC will then present the findings to the full Board

MEMORANDUM

To: **Board of Directors**

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

Re: **Agenda Item 10 – Review of Unaudited Financial Results for the year ended June 30, 2024**

Date: **September 26, 2024**

Summary:

The financial results of the College for the year ended June 30, 2024, together with the report on College investments, are presented for Board review.

Requested Action:

For the information of Board members only, no action required.

Discussion/Analysis:

Summarized Financial report for year ended June 30, 2024, presents the following:

- Summarized Statement of Operations showing results of revenue and expense versus budget
- Highlights of Revenue and Expense
- Summarized Statement of Financial Position showing results versus last year-end
- Highlights of changes in assets and liabilities
- Investment Listing
- Statement of Changes in Net Assets

The Summarized Statement of Operations shows revenues of \$26,056,110 and expenses of \$25,099,177, with an excess of revenue over expenses of \$956,933.

The Summarized Statement of Financial Position continues to show high liquidity. The College maintains \$37,433,147 of assets, \$9,455,434 of liabilities and net assets of \$27,977,713. Highlights of the financial operations and financial position are discussed in the Financial Report.

During the year, the Transition to College and IT Infrastructure Development Restricted Reserve Funds are fully exhausted. Recommendation of the allocation of net assets is included in the last section of the report.

Attachments:

Tab M - Summarized Unaudited Financial Report for year ended June 30, 2024

Summarized Unaudited Financial Report for year ended June 30, 2024

Summarized Statements of Operations for the year ended June 30, 2024 compared with the budget is presented as follows:

Summarized Statement of Operations Year ended June 30, 2024	Actual	Budget	Variance over (Under) Budget
Total Revenue	26,056,110	25,790,623	265,487
Total Expense	25,099,177	26,079,593	(980,416)
Excess of Revenue Over Expenses	\$ 956,933	\$ (288,970)	\$ 1,245,903

Highlights:

- Revenue exceeded budget by 1.0% due to:
 - Increase in the number of licensees by 1.8% from prior year.
 - More enrollments in Specialization Program than budgeted.
 - More Late payment fees were collected. Higher than anticipated volume of fees that remained unpaid after 30 days.
 - Higher interest income earned on GIC investment and bank balances of interest-bearing chequing accounts.
 - Higher than budgeted tribunal costs and fine awards in the fiscal year which were written down 100% until payment is received.
- Above revenue offset by:
 - Decrease in RCIC Entry-to-Practice and Specialization Program examination fees revenue.
 - Decrease in of Mentoring Program revenue. Delay in RCIC Mentoring Program intake 2 and RISIA Mentoring Program on hold.
- Expense under budget by 3.8% due to
 - Lower payroll expenses and related personnel costs. Ongoing support from HR on strategic workforce planning to meet recruitment needs and department restructuring.
 - Some initiatives and projects budgeted were either on hold, no longer needed or delayed for the next fiscal year because of change in requirements and pending development of regulations.

Summarized Statement of Financial Position as of June 30, 2024 compared with June 30, 2023 is presented as follows:

Summarized Statement of Financial Position	June 30, 2024	June 30, 2023	Increase (Decrease)
Total Assets	37,433,147	29,105,611	8,327,536
Total Liabilities	9,455,434	2,084,831	7,370,603
Total Net Assets	\$ 27,977,713	\$ 27,020,780	\$ 956,933

Highlights:

- Assets increased due to:
 - Increased number of licensees resulted in more fund collected from annual renewal and excess fund was invested in short-term investments.
 - Increased capital assets resulted from office renovation with purchase of furniture and investment in leasehold improvements.
- Liabilities increased due to higher balances in Accounts payable, accrued liabilities and deferred revenue.

Investment Listing as at June 30, 2024 is presented as follows:

	Principal	Rate	Maturity date
CIBC GICs			
Redeemable GIC 38-5823177 VRGIC-00167	1,000,000.00	5.25%	11-Jul-24
Redeemable GIC 38-5823177 VRGIC-00191	1,000,000.00	5.25%	15-Jul-24
Redeemable GIC 38-5823177 VRGIC-00205	1,000,000.00	5.25%	15-Jul-24
Redeemable GIC 38-5823177 VRGIC-00248	1,000,000.00	5.50%	19-Jul-24
Redeemable GIC 38-5823177 VRGIC-00256	1,000,000.00	5.50%	19-Jul-24
Non-redeemable GIC 38-5823177 LD-00108	1,000,000.00	5.90%	11-Jul-24
Non-redeemable GIC 38-5823177 LD-00116	1,000,000.00	5.90%	11-Jul-24
Non-redeemable GIC 38-5823177 LD-00175	1,000,000.00	5.85%	15-Jul-24
Non-redeemable GIC 38-5823177 LD-00183	1,000,000.00	5.85%	15-Jul-24
Non-redeemable GIC 38-5823177 LD-00213	1,000,000.00	5.90%	19-Jul-24
Non-redeemable GIC 38-5823177 LD-00221	1,000,000.00	5.90%	19-Jul-24
Non-redeemable GIC 38-5823177 LD-00272	1,042,104.11	5.05%	08-Apr-25
Non-redeemable GIC 38-5823177 LD-00299	1,040,464.38	5.05%	15-Apr-25
Total CIBC	13,082,568		
RBC GICs			
Prime-linked Cashable GIC 00100189283-0011	1,000,000.00	4.95%	08-Jul-24
Prime-Linked Cashable GIC 00100189283-0014	750,000.00	4.95%	15-Jul-24
Prime-Linked Cashable GIC 00100189283-0016	1,040,241.10	5.20%	01-Apr-25
Non-redeemable GIC 00100189283-0013	1,000,000.00	5.41%	08-Jul-24
Non-redeemable GIC 00180175017-0033	1,039,272.33	5.29%	02-Sep-24
Total RBC	4,829,513		
Total Short-term investments	17,912,082		

Highlights:

- Total investments were \$17,912,082 as at June 30, 2024. An increase of \$4.68 million investment from prior year.
- Total investment interest income earned for the year was \$1.07 million.

**Statement of Changes in Net Assets
Year Ended June 30, 2024**

	Unrestricted	Invested in Capital Assets	Restricted				Total
			Transition to College	IT Infrastructure Development	D&O Liability Coverage and Immunity from Civil Litigation	Professional Conduct Future Expenses	
Balance - Beginning of year	\$19,796,576	\$ 293,030	\$ 885,811	\$ 745,364	\$ 4,000,000	\$ 1,300,000	\$ 27,020,781
Excess of revenue over expense	2,763,533	(175,425)	(885,811)	(745,364)	-	-	\$ 956,933
Net change in capital assets	(1,686,161)	1,686,161					-
Transfer to reserve for Professional Conduct	(300,000)					300,000	-
Balance - End of Period	\$ 20,573,949	\$ 1,803,764	-	-	\$ 4,000,000	\$ 1,600,000	\$27,977,713

- During the year, the College incurred expenses in support of:
 - Transition to College – Exhaustion of this restricted net asset. Subsequent expenditures are considered ongoing operating expenses.
 - IT Infrastructure Development – Exhaustion of this restricted net asset. Management considers replenishment.
- Professional Conduct Future Expense Restricted Net Asset is increased from \$1.3 million to \$1.6 million to reflect the estimated open cases expenses.
- Recommendation:
 - No replenishment for Transition to College Restricted Net Asset.
 - Replenish \$3.5 million for IT Infrastructure Development Restricted Net Asset for:
 - Additional system features
 - Support anticipated Regulations
 - Next development phase
 - Reduce D&O Liability Coverage and Immunity from Civil Litigation Restricted Net Asset by \$2 million due to:
 - Change in College Act provides immunity
 - Full D&O insurance coverage in place
 - Establish \$10 million for Compensation Fund Restricted Net Asset.

MEMORANDUM

To: Board of Directors
From: Tim D'Souza
Chair, Finance and Audit Committee
Re: Agenda Item 12 – Approval of Signing Officer Policy
Date: September 26, 2024

Summary:

The Revised Signing Officer Policy is presented for approval by the Board of Directors.

Requested Action:

THAT: the Revised Signing Officer Policy, in substantially the form presented, be and is hereby approved with immediate effect.

Discussion/Analysis:

The current Signing Officer Policy was approved by the Board on September 28, 2023. The amendment includes the addition of a signing officer of the College as an Authorized Signing Officer. The new position of the Associate Director, Strategic Initiatives with full signing authority is created. A Limited Signing Officer position is removed. The Policy is amended as follows:

- Addition of the Associate Director, Strategic Initiatives as an Authorized Signing Officer for Payments or Contracts authorization (Group A). This supports flexibility when other Group A officers are unavailable.
- Deletion of the Manager, Corporate Services as one of the Limited Signing Officers. This position is eliminated.
- Amendment of Line of Credit definition with the amount of \$150,000 removed. The College has no line of credit with any banks.

A copy of the Signing Officer Policy, black-lined to show the proposed amendments, and a clean copy including the proposed amendments, are attached to this memorandum as Appendices A and B.

Attachments:

Appendix A - Revised Signing Officer Policy – Black lined
Appendix B - Revised Signing Officer Policy



(Revised)
SIGNING OFFICER POLICY

Version: 20234-0034

(Pending) Approved by the Board of Directors, September 28⁶, 20234

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

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

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GUIDING DOCUMENT(S) By-law 2021-2, s. 754.1, 80.1. Procurement Policy	DOCUMENT TYPE Internal Governance
ADMINISTRATOR(S) Finance Department	DOCUMENT NUMBER FIN/CEO/POL/0034/034
EFFECTIVE DATE September 286, 20234	REVISION DATE September 143, 20234

PURPOSE

This policy specifies the signing authorities for executing legal and financial documents on behalf of the College of Immigration and Citizenship Consultants (the College).

APPLICATION AND SCOPE

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

DEFINITIONS

Contracts – means any agreements, contracts, leases, engagements, purchase orders, invoices or any other document which creates an obligation or legal commitment binding upon the College.

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

Line of Credit – means ~~the a \$150,000~~ line of credit maintained by the College with a Canadian Schedule ~~1-I~~ bank if available.

Payments – means cheques, drafts, electronic fund transfers, wire payments, letters of credit or any other payment of funds.

POLICY REQUIREMENTS

General

- 1.1** No person shall authorize payments, contracts, or borrow monies pursuant to ~~the a~~ Line of Credit on behalf of the College unless authorized to do so under this policy.
- 1.2** Any person permitted to authorize payments, contracts or borrow monies pursuant to ~~the a~~ Line of Credit shall do so only in accordance with this policy.
- 1.3** Any person permitted to authorize payments or contracts pursuant to this policy shall ensure that there are supporting documents for such payments or contracts to verify compliance with the College's Procurement Policy and other applicable policies and procedures prior to signature.
- 1.4** Any person permitted to authorize payments or contracts pursuant to this policy may do so by counterpart and in electronic form.

2. AUTHORIZED SIGNING OFFICERS

- 2.1** Subject to ss. 2.2 and 2.3 below, the following persons are designated as authorized signing officers of the College for the purpose of approving any payments or contracts, or borrowing monies pursuant to the Line of Credit on behalf of the College:

- Group A:
 - ~~Chair~~ of the Board of Directors
 - ~~President & Chief Executive Officer~~
 - ~~Chief Operating Officer~~
 - Associate Director, Strategic Initiatives
- Group B:
 - Controller
 - Assistant Controller

- 2.2** All payments must be signed by two (2) authorized signing officers of the College as below:

Either

- 2 signing officers from Group A

Or

- 1 signing officer from each of Group A and Group B

2.3 All borrowings of monies pursuant to ~~the a~~ Line of Credit must be authorized by the signatures of two (2) authorized signing officers and reported promptly to the Finance and Audit Committee.

2.4 The authority to approve contracts committing the College to expenditures greater than the approved budgeted amounts is limited to a maximum of \$100,000. For greater clarity, any expenditure not included in an approved budget and above \$100,000 requires specific approval from the Board of Directors. Likewise, any contract with a term extending for more than one (1) year involving foreseeable aggregated expenses of \$200,000 or more that is not included in an approved budget requires specific approval by the Board of Directors.

3. LIMITED SIGNING OFFICERS

3.1 The following persons are designated as limited signing officers of the College:

- ~~Manager, Corporate Services~~
 - Associate Director, Operations
 - Director, Registration
 - Director, Professional Standards, Research, Education and Policy
 - Director, Professional Conduct
 - Director, Communications and Stakeholder Relations

3.2 Limited signing officers are permitted to authorize contracts committing the College to expenditures within approved budgeted amounts to a maximum of \$10,000. All such contracts must be co-authorized by a signing officer.

4. FILING DOCUMENTS

4.1 All signed contracts shall be filed in the Contract Registry.

APPENDICES

None

RESOURCES

None



(Revised)
SIGNING OFFICER POLICY

Version: 2024-004

(Pending) Approved by the Board of Directors, September 26, 2024

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

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

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<p>GUIDING DOCUMENT(S)</p> <p>By-law 2021-2, s. 74, 80.1.</p> <p>Procurement Policy</p>	<p>DOCUMENT TYPE</p> <p>Internal Governance</p>
<p>ADMINISTRATOR(S)</p> <p>Finance Department</p>	<p>DOCUMENT NUMBER</p> <p>FIN/CEO/POL/004/04</p>
<p>EFFECTIVE DATE</p> <p>September 26, 2024</p>	<p>REVISION DATE</p> <p>September 13, 2024</p>

PURPOSE

This policy specifies the signing authorities for executing legal and financial documents on behalf of the College of Immigration and Citizenship Consultants (the College).

APPLICATION AND SCOPE

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

DEFINITIONS

Contracts – means any agreements, contracts, leases, engagements, purchase orders, invoices or any other document which creates an obligation or legal commitment binding upon the College.

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

Line of Credit – means a line of credit maintained by the College with a Canadian Schedule I bank if available.

Payments – means cheques, drafts, electronic fund transfers, wire payments, letters of credit or any other payment of funds.

POLICY REQUIREMENTS

General

- 1.1** No person shall authorize payments, contracts, or borrow monies pursuant to a Line of Credit on behalf of the College unless authorized to do so under this policy.
- 1.2** Any person permitted to authorize payments, contracts or borrow monies pursuant to a Line of Credit shall do so only in accordance with this policy.
- 1.3** Any person permitted to authorize payments or contracts pursuant to this policy shall ensure that there are supporting documents for such payments or contracts to verify compliance with the College's Procurement Policy and other applicable policies and procedures prior to signature.
- 1.4** Any person permitted to authorize payments or contracts pursuant to this policy may do so by counterpart and in electronic form.

2. AUTHORIZED SIGNING OFFICERS

- 2.1** Subject to ss. 2.2 and 2.3 below, the following persons are designated as authorized signing officers of the College for the purpose of approving any payments or contracts, or borrowing monies pursuant to the Line of Credit on behalf of the College:

- Group A:
 - Chair of the Board of Directors
 - President & Chief Executive Officer
 - Chief Operating Officer
 - Associate Director, Strategic Initiatives
- Group B:
 - Controller
 - Assistant Controller

- 2.2** All payments must be signed by two (2) authorized signing officers of the College as below:

Either

- 2 signing officers from Group A

Or

- 1 signing officer from each of Group A and Group B

-
- 2.3** All borrowings of monies pursuant to a Line of Credit must be authorized by the signatures of two (2) authorized signing officers and reported promptly to the Finance and Audit Committee.
- 2.4** The authority to approve contracts committing the College to expenditures greater than the approved budgeted amounts is limited to a maximum of \$100,000. For greater clarity, any expenditure not included in an approved budget and above \$100,000 requires specific approval from the Board of Directors. Likewise, any contract with a term extending for more than one (1) year involving foreseeable aggregated expenses of \$200,000 or more that is not included in an approved budget requires specific approval by the Board of Directors.

3. LIMITED SIGNING OFFICERS

- 3.1** The following persons are designated as limited signing officers of the College:

- Associate Director, Operations
- Director, Registration
- Director, Professional Standards, Research, Education and Policy
- Director, Professional Conduct
- Director, Communications and Stakeholder Relations

- 3.2** Limited signing officers are permitted to authorize contracts committing the College to expenditures within approved budgeted amounts to a maximum of \$10,000. All such contracts must be co-authorized by a signing officer.

4. FILING DOCUMENTS

- 4.1** All signed contracts shall be filed in the Contract Registry.

APPENDICES

None

RESOURCES

None

MEMORANDUM

To: **Board of Directors**
From: **Tim D'Souza**
Chair, Finance and Audit Committee
Re: **Agenda item 12 – Restricted Net Assets Allocation**
Date: **September 26, 2024**

Summary:

The Finance and Audit Committee (FAC) recommends Board approval of the proposed net assets allocation.

Requested Action:

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.

Discussion/Analysis:

Upon finalization of the results for year ended June 30, 2024, Management presented the unaudited financial statement with recommendation on the restricted net assets allocation to the FAC for review. The changes of the restricted net assets allocation reflect the operational needs to meet strategic objective and regulatory obligation of the College.

Attachments:

Tab M - Summarized Unaudited Financial Report for year ended June 30, 2024